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1972-73 ANNUAL REPORT



Ontario

Civil
Service
Commission

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printed by order of the
Legislative Assembly
of Ontario

Sessional paper
No. 35



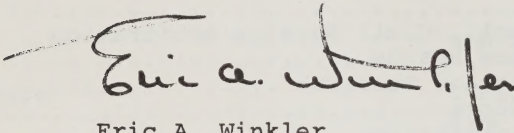
CIVIL SERVICE
COMMISSION

Annual Report
1972-73

His Honour,
The Lieutenant Governor of
the Province of Ontario.

May it please your Honour:

The undersigned respectfully presents the
annual report of the Civil Service Commission
of Ontario for the fifteen-month period ended
March 31, 1973.

A handwritten signature in dark ink, appearing to read "Eric A. Winkler". The signature is fluid and cursive, with a long horizontal stroke at the end.

Eric A. Winkler,
Chairman,
The Management Board of Cabinet.

The Honourable Eric A. Winkler,
Chairman,
The Management Board of Cabinet.

Sir:

I am pleased to forward to you the annual
report of the Civil Service Commission for the
fifteen-month period ended March 31, 1973.

A handwritten signature in dark ink, appearing to read "W.A.B. Anderson". The signature is cursive and somewhat stylized, with a long horizontal stroke at the end.

W.A.B. Anderson,
Chairman,
Civil Service Commission.

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Minister to whom the
Commission reports

Hon. E.A. Winkler,
Chairman,
The Management Board
of Cabinet

Civil Service Commission

Chairman

W.A.B. Anderson

Commissioners

G.H.U. Bayly
T.M. Eberlee
A.T.C. McNab
(until March 14, 1973)
W.Q. Macnee
(from March 14, 1973)
E.E. Stewart

Executive Secretary

R.F. Green

Executive Secretary, Senior
Appointments and Compensation

J.A. Jackson

Executive Secretary, Committee
of Advisers on Bilingualism

A.J. Charlebois

Executive Director, Personnel
Administration

H. Copland

Executive Director, Personnel
Policy

R.K.D. Sachse

Director, Staff Relations

J.R. Scott

Director, Personnel and
Administration

D.G. Airhart

Personnel Administration Division

Director General Services	S. Davidovich
Director Personnel Audit	M.L. Jeffery
Director Personnel Administration (Social)	P.G. Schwindt
Director Personnel Administration (Resources)	I.H. Jennings
Director Personnel Administration (Justice)	H.D. Burt
Director Personnel Administration (Central)	S. Tenduf

Personnel Policy Division

Director Personnel Policy, Staffing	Mrs. E.M. McLellan
Director Personnel Policy, Terms of Service	(vacant)
Director Systems and Procedures	C. Bell
Executive Secretary, Utilization of Human Resources Co-ordination	M. Wilson

Ontario Joint Council (discontinued Dec. 31, 1972)

Chairman	A.R. Dick, Q.C.
Official Side	H. Copland J.R. Scott J.B. Wilkes
Staff Side	H.E. Bowen G.T. Gemmell R.P. Hebdon
Secretary	H.F. Goss

Public Service Grievance Board

Chairman

Professor R. Presgrave

Members

E.A. Black
M.S. Fitzpatrick
P. Hess, Q.C.
Mrs. D.M. Hinchey
Mrs. D. Homuth
N. Phelps
Mrs. Elizabeth Smith
T.H. Trimble
F.E. Wood

Secretary

H.F. Goss

Classification Rating Committee

Chairman

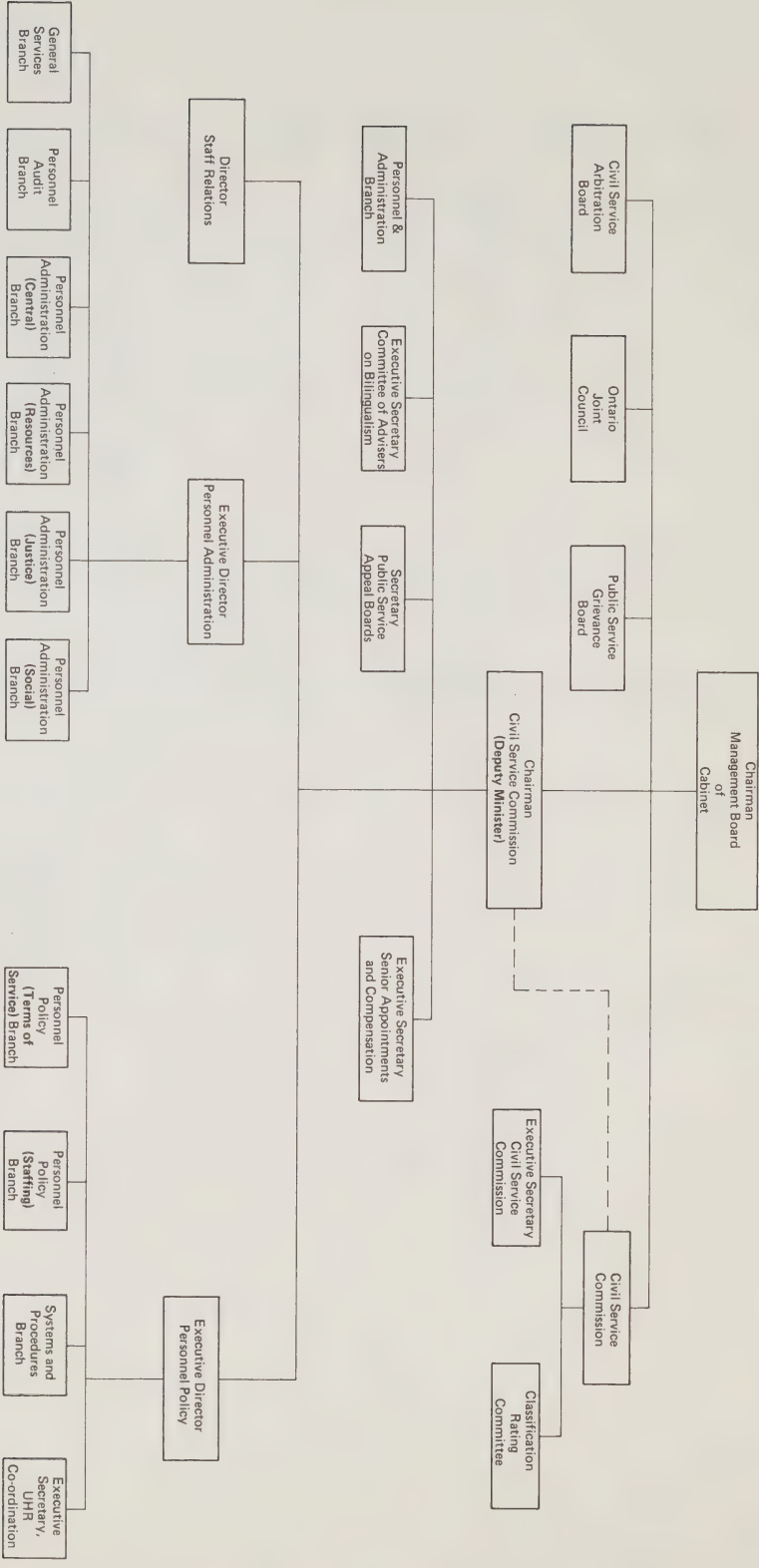
Professor R. Presgrave

Members

J. Anderson
E.A. Black
Mrs. D.M. Hinchey
Mrs. D. Homuth
Mrs. Elizabeth Smith

Secretary

H.F. Goss



CIVIL SERVICE COMMISSION ORGANIZATION

Introduction

The Committee on Government Productivity, in its various interim reports, has stressed the need to identify operational goals in terms of which results achieved may be judged. This report, which covers the 15 months from January 1, 1972 to March 31, 1973, reflects the work being done by the Civil Service Commission to translate this approach to the field of personnel management.

The content of the report is arranged in the same order in which programs and activities were shown in the Ontario Expenditure Estimates - 1972-73. In this way the amounts of money voted to programs can be directly related to the objectives pursued and work performed.

Administration Program

Main Office

The Commission office comprises the Chairman, the Executive Secretary to the Commission, the Executive Directors and the Executive Secretary, Senior Appointments and Compensation, with their supporting secretarial assistants. They constitute the senior management of the Commission with responsibility to provide overall planning and direction of programs. The Chairman is also Co-ordinator on Bilingualism for the Ontario Government and has an Executive Secretary, Bilingualism to assist in the duties of that office.

The Public Service Amendment Act 1972 abolished the Department of Civil Service effective April 1, 1972, but its personnel remained the staff of the Civil Service Commission responsible to the Chairman in his capacity as Deputy Minister. He reports to the Chairman of the Management Board of Cabinet.

Interim Report No. 6 of the Committee on Government Productivity envisages significant changes in the approach to the management of people throughout the Ontario Public Service. The Civil Service Commission has been given the responsibility of implementing this report.

In October, 1972, the staff of the Civil Service Commission was reorganized into two main divisions: the Personnel Policy Division and the Personnel Administration Division. These, together with the Staff Relations Branch, cover the three major functions in the Commission's operations.

This reorganization reflects the overall restructuring of government as envisaged by the Committee on Government Productivity and is designed to serve the ministries most effectively.

The office of Executive Secretary, Senior Appointments and Compensation was provided to assist the Chairman in the formulation of policy and the implementation of a planned program designed to give selected managers the opportunity to obtain corporate interministerial experience, as recommended in the C.O.G.P. Interim Report No. 1.

The office of Executive Secretary, Committee of Advisers on Bilingualism was provided to assist the Chairman in his responsibilities as Co-ordinator on Bilingualism for the Government of Ontario.

Ontario Joint Council Civil Service Arbitration Board and Grievance Boards

Highlights in the operation of these bodies during the 15 months of this report were as follows:

Ontario Joint Council

- . Dealt with five major items of negotiation involving pay rates of:
 - (a) unclassified staff;
 - (b) general services category;
 - (c) Colleges of Applied Arts and Technology;
 - (d) social services category;
 - (e) instructors - Ontario Police College.
- . All these five items were referred to mediation, from which the first four proceeded to arbitration.
- . With the proclamation of The Crown Employees Collective Bargaining Act in December, 1972, the Council was discontinued. Formal bargaining procedures will henceforth be processed by and through the Ontario Public Service Labour Relations Tribunal established by that Act.

Civil Service Arbitration Board

- . Held nine days of hearings on three matters referred by the parties following Joint Council consideration in the Administrative Services and Scientific and Technical Services, General Services and Social Services categories. Awards on wages, hours of work and related matters were made in each case and subsequently implemented.

- . Met six times concerning wages, working conditions and fringe benefits for the Colleges of Applied Arts and Technology academic and support staff. The award for the academic staff has been implemented. For the support staff, most issues were resolved and decisions implemented; additional hearings are continuing on certain outstanding matters.

Public Service Grievance Board

- . Considered 79 grievances; 26 resolved in favour of the grievor.

Classification Rating Committee

- . Considered 25 classification grievances; four resolved in favour of the grievor.

Planning, Budgeting and Research

This activity involves:

- . planning, budgeting development and co-ordination of program expenditures
- . co-ordinating the development of Commission plans for implementation of the Committee on Government Productivity's Interim Report No. 6, through liaison with the C.O.G.P. secretariat and the Management Policy Branch of the Management Board secretariat

- . preparing the Commission's plans for implementation of Interim Report No. 6
- . undertaking research projects as requested by the Personnel Research Committee
- . operation of the Commission budgeting, accounting and office services.

Systems and Procedures

In 1972 the Commission continued to develop and operate a personnel information system to support certification and provide statistical information.

Development work was primarily concerned with preparation for integration with the payroll system, as recommended in the Committee on Government Productivity's Report No. 2. Studies were conducted to determine requirements to be met by the information system and to develop internal procedures which would facilitate the integration of data collection.

Personnel and Administration

This activity, under the Personnel Director, provides personnel services as required to all branches of the Commission. The director reports to the Chairman.

Personnel Management Program

Classification Standards and Compensation

The Commission is responsible for the classification of all positions within the Ontario Public Service, determining salary ranges of classes excluded from the bargaining unit, and approving all changes in standards involving pay.

In 1972, considerable research was carried out in preparation for implementing the compensation recommendations of the Committee on Government Productivity's Interim Report No. 6.

Program highlights for the reporting year included:

- . shift in emphasis from control to service by delegating to the ministries the authority to classify their own positions according to Commission standards. Currently, this authority covers bargaining unit positions and a start has been made on management positions by the introduction of the Program Executive Plan
- . installation of the Program Executive Plan covering senior management positions throughout the service at the branch director level by a single five-level class series in place of some 150 separate classes. In this plan, deputy ministers rate the senior positions in their own ministries using guidelines and standards developed by the Commission
- . establishment of a benefits policy section in recognition of the need for a comprehensive policy on employee benefits, such as pension, insurance plans, working hours and time off with pay. This section is developing firm proposals to implement recommendations of the Committee on Government Productivity's Interim Report No. 6.

Personnel Audit

This branch is responsible for carrying out audits, surveys and special assignments to evaluate the effectiveness of policies, practices and procedures related to personnel management.

The audit activity is intended primarily as a service to management of both the Civil Service Commission and the operating ministries.

During the reporting period the branch carried out studies to assist in the implementation of the Committee on Government Productivity's Interim Report No. 6; made amendments to existing regulations and directives, and continued personnel audits at the request of operating ministries.

Staff Relations

The Staff Relations Branch provides support for Management Board in establishing -- through collective bargaining -- levels of pay, employee benefits and other terms and conditions of employment for employees in the Ontario Public Service who are members of bargaining units. Officers develop and maintain procedures to communicate staff relations policies and to ensure fair assessment of employee complaints.

A major undertaking of the year was the development of The Crown Employees Collective Bargaining Act, proclaimed in December, 1972. This Act provides the means for employees to exercise freedom of choice in selecting their bargaining agent, and defines the scope and procedures for collective bargaining.

A Public Service Labour Relations Tribunal was appointed, with power to decide matters concerning representation of employees by bargaining agents.

The Civil Service Arbitration Board continues as the Public Service Arbitration Board, with a chairman appointed for a two-year renewable term. When the parties to negotiations are unable to conclude an agreement, the Board examines and renders decisions on any matters that are in dispute within the scope of collective bargaining under the Act.

In addition to representing the Crown in Public Service collective bargaining and co-ordinating the staff relations activities of Crown Agencies, the branch initiated the following major activities during the reporting period:

- . studies of the collective bargaining process with a view to minimizing undue delays and avoiding unnecessary conflict
- . a study to determine the best method of disseminating information on grievance awards to assist those who must prepare and present submissions to the Public Service Grievance Board
- . preparation of a manual to assist those preparing and presenting grievance cases
- . development and implementation of a new hours of work schedule, based on an annual average, for classes in which hours of work are normally subject to fluctuation.

Through its pay research facilities, the branch provided market data to support the Crown's position in negotiations, and assisted in determining salaries for all management classes reviewed during the year.

**Personnel
Development
Program**

Staffing Policy and Recruitment Services

The Civil Service Commission recruits qualified persons for positions in the civil service. This involves:

- . providing efficient recruitment services to ministries
- . developing and maintaining clear, definitive staffing policies, procedures and standards which will ensure that ministries perform their staffing function with maximum effectiveness
- . assessing and planning for future changing manpower needs
- . communicating appropriate information concerning Ontario Public Service employment to employees, members of the public and elected representatives.

During 1972, staff developed policy and implementation plans in a number of new and major areas arising from recommendations by the Committee on Government Productivity in its Interim Report No. 6. Special attention was given to goal setting and review, manpower planning, selection standards and an executive profile study.

Other studies or activities of special note included:

- . development of a staffing and pay policy for hiring of post-secondary school graduates
- . reallocation of several hundred clerical staff precipitated by the reorganization of the Ontario Health Insurance Commission
- . reassignment of several thousand staff members as a result of the restructuring of government from the old departments to the new ministries

- . growth of the Temporary Employment Program, recording a new high of 1,513 temporary employees working per week
- . transfer of Downsview recruitment operation to head office.

Staff Development and Training

An important role of the Civil Service Commission is to provide to ministries certain types of assistance in training and development for individuals and organizational units.

The training and development section evaluates available training and development resources and programs, develops courses, assists with training needs identification and helps to mount organization development activities.

The basic criteria for providing central agency courses by Commission staff are the following:

- . when training needs are common to several ministries
- . when economies of scale require centralization
- . when a corporate program or policy must be emphasized or implemented
- . when a program is innovative or experimental.

During 1972, 1,411 employees attended 29 different Commission courses, many of which were held at the Staff Development Centre, Kempenfeldt Bay. A new addition to the

centre was opened in January, 1973, permitting year-round use, with a capacity of 51 beds from January to March and 68 beds from April to December.

As a result of a 1971 exchange agreement with the Public Service Commission of Canada, the number of students enrolled in the French language program increased significantly during 1972 to more than 1,000 with enrolment equally split between intensive and part-time courses.

Three hundred and eighty provincial government employees were enrolled in courses in Toronto, Ottawa, Sudbury and Timmins. In Ottawa, 358 employees of the Regional Municipality of Ottawa-Carleton and the City of Ottawa received training and 322 federal government employees attended the Language Training Centre in Toronto.

Communications and Publicity

Information and communications programs are carried on by the Commission both internally for employees of the Ontario Public Service and externally for members of the public.

During the reporting period these programs included:

- . production of topical, a bi-weekly tabloid carrying news and features of people and activities within the Ontario Government and distributed to civil servants throughout the province
- . production of the annual report, pamphlets and booklets for various Commission branches, and revision of an information kit for new employees
- . recruitment advertising
- . school career days
- . provision of communications assistance to various Commission programs.

Statistics

Civil Service Enrolment

<u>Justice Policy</u> <u>Field Ministries</u>	Fiscal Year ending <u>Mar.31,1972</u>	Fiscal Year ending <u>Mar.31,1973</u>
Attorney General	-	2,539
Consumer & Commercial Relations	-	1,695
Correctional Services	4,056	4,526
* Financial & Commercial Affairs	460	-
* Justice	3,755	-
Ontario Provincial Police	4,839	4,929
* Provincial Secretary & Citizenship	415	-
Solicitor General	-	347
	<u>13,525</u>	<u>14,036</u>

Resources Development Policy Field Ministries

Agriculture & Food	1,617	1,611
Environment	459	1,211
Industry & Tourism	-	409
Labour	1,202	643
* Lands & Forests	3,324	-
* Mines & Northern Affairs	443	-
Natural Resources	-	3,964
Ontario Development Corporation	150	157
* Trade & Development	258	-
Ontario Place Corporation	-	18
Transportation & Communications	11,649	11,606
* Tourism & Information	395	-
	<u>19,497</u>	<u>19,619</u>

<u>Social Development</u> <u>Policy Field Ministries</u>	<u>Fiscal Year</u> <u>ending</u> <u>Mar.31,1972</u>	<u>Fiscal Year</u> <u>ending</u> <u>Mar.31,1973</u>
Colleges & Universities	180	678
Community & Social Services	-	1,620
Education	2,156	1,987
Health	18,969	18,093
* Health Insurance Registration Board	1,261	-
Health Insurance Commission	-	3,018
Ontario Science Centre	183	189
* Social & Family Services	<u>1,359</u>	<u>-</u>
	24,108	25,585

Policy Implementation Ministries

Cabinet Office	-	64
Civil Service Commission	188	189
* Computer Services Centre	55	-
Government Services	-	2,459
Lieutenant-Governor	2	2
Management Board of Cabinet	-	101
* Municipal Affairs	2,905	-
Office of the Premier	14	38
Ontario Housing Corporation	584	642
* Prime Minister	57	-
Provincial Auditor	84	70
* Public Works	2,030	-
* Treasury & Economics	494	-
* Treasury Board Secretariat	100	-
Revenue	1,355	3,863
Treasury, Economics & Intergovernmental Affairs	<u>-</u>	<u>833</u>
	7,866	8,261
 <u>Total Service</u>	 <u>64,996</u>	 <u>67,501</u>

* Ministries deleted, merged or renamed.

Distribution of Appointments

<u>By Age Intervals</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>
Under 25	4,088	3,850
25 - 34	2,440	2,971
35 - 44	1,143	1,293
45 & over	<u>1,316</u>	<u>1,495</u>
Total	8,987	9,609

<u>By Salary Intervals</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>
Under 4500	1,059	719
4500 - 4999	2,050	1,098
5000 - 5999	1,928	2,272
6000 - 6999	1,360	2,160
7000 - 9999	1,960	2,238
10000 & over	<u>630</u>	<u>1,122</u>
Total	8,987	9,609

<u>By Staff Type & Sex</u>	<u>Fiscal Year 1971-72</u>			<u>Fiscal Year 1972-73</u>		
	<u>Males</u>	<u>Females</u>	<u>Total</u>	<u>Males</u>	<u>Females</u>	<u>Total</u>
New Recruits	3,458	3,616	7,074	2,604	3,371	5,975
Re-employed	326	546	872	360	563	923
Transfers from						
Unclassified	<u>544</u>	<u>497</u>	<u>1,041</u>	<u>1,321</u>	<u>1,390</u>	<u>2,711</u>
Total	4,328	4,659	8,987	4,285	5,324	9,609

Distribution of Separations

<u>By Age Intervals</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>
Under 25	2,309	1,985
25 - 34	2,307	2,322
35 - 44	789	761
45 & over	<u>2,015</u>	<u>2,280</u>
Total	7,420	7,348

<u>By Salary Intervals</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>
Under 4500	415	203
4500 - 4999	843	354
5000 - 5999	2,186	1,805
6000 - 6999	1,481	1,588
7000 - 9999	1,722	2,419
10000 & over	<u>773</u>	<u>979</u>
Total	7,420	7,348

<u>By Years of Service</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>
1 year or less	909	781
2 years or less	2,017	2,755
3 years or less	1,001	1,144
4 years or less	660	682
5 years or less	438	404
5 years & over	<u>2,395</u>	<u>1,582</u>
Total	7,420	7,348

<u>By Reason and Sex</u>	<u>Fiscal Year</u> <u>1971-72</u>			<u>Fiscal Year</u> <u>1972-73</u>		
	<u>Males</u>	<u>Females</u>	<u>Total</u>	<u>Males</u>	<u>Females</u>	<u>Total</u>
Resignation	2,213	3,643	5,856	2,174	3,435	5,609
Dismissal	166	110	276	124	110	234
Superannuation	428	187	615	466	220	686
Retirement	266	161	427	344	226	570
Death	174	47	221	172	34	206
Transfer to another Public Service Jurisdiction	22	3	25	28	15	43
Total	3,269	4,151	7,420	3,308	4,040	7,348

Distribution of Total Service

<u>By Age Intervals</u>	<u>Fiscal Year</u> <u>1971-72</u>	<u>Fiscal Year</u> <u>1972-73</u>
Under 25	8,127	8,019
25 - 34	17,357	18,880
35 - 44	12,835	14,443
45 & over	26,677	26,159
Total	64,996	67,501

<u>By Salary Intervals</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>
Under 4500	680	67
4500 - 4999	1,702	548
5000 - 5999	11,570	5,522
6000 - 6999	10,838	12,212
7000 - 9999	25,896	28,925
10000 & over	<u>14,310</u>	<u>20,227</u>
Total	64,996	67,501

<u>By Years of Service</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>
Less than 1 year	1,140	1,035
1 - 2 years	7,550	7,682
2 - 3 years	7,435	6,388
3 - 4 years	5,627	6,432
4 - 5 years	4,974	5,049
5 years & over	<u>38,270</u>	<u>40,915</u>
Total	64,996	67,501

<u>By Staff Type</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>
Regular	53,922	57,176
Probationary	<u>11,074</u>	<u>10,325</u>
Total	64,996	67,501

<u>By Sex</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>
Males	40,387	41,820
Females	<u>24,609</u>	<u>25,681</u>
Total	64,996	67,501

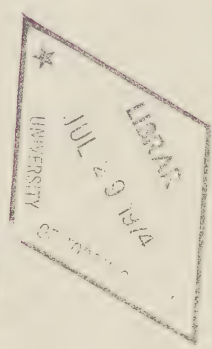
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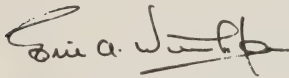
CIVIL SERVICE
COMMISSION

Annual Report
1973-74

Her Honour,
The Lieutenant Governor of
the Province of Ontario.

May it please your Honour:

The undersigned respectfully presents the
annual report of the Civil Service Commission
of Ontario for the twelve-month period ended
March 31, 1974.

A handwritten signature in dark ink, appearing to read "Eric A. Winkler", with a stylized flourish at the end.

Eric A. Winkler,
Chairman,
The Management Board of Cabinet.

The Honourable Eric A. Winkler,
Chairman,
The Management Board of Cabinet.

Sir:

I am pleased to forward to you the annual
report of the Civil Service Commission for the
twelve-month period ended March 31, 1974.

A handwritten signature in dark ink, appearing to read "W.A.B. Anderson", with a long horizontal flourish extending to the right.

W.A.B. Anderson,
Chairman,
Civil Service Commission.

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Directory

Minister to whom the
Commission reports

Hon. E.A. Winkler
Chairman
The Management Board
of Cabinet

Civil Service Commission

Chairman

W.A.B. Anderson

Commissioners

G.H.U. Bayly
T.M. Eberlee
W.Q. Macnee
Mrs. E.M. McLellan (from
July 11, 1973)
Dr. J.G. Parr (from
January 24, 1974)
Dr. E. E. Stewart (from
August 23, 1972 to
January 24, 1974)

Executive Secretary

R.F. Green

Executive Secretary, Senior
Appointments and Compensation

J.A. Jackson

Executive Secretary, Committee
of Advisers on Bilingualism

A.J. Charlebois

Co-ordinator, Chaplaincy Services

Rev. M.S. Flint

Executive Director, Personnel
Administration

R.K.D. Sachse

Executive Director, Personnel
Policy

H. Copland

Director, Staff Relations

J.R. Scott

Director, Personnel and
Administration

D.G. Airhart

Personnel Administration Division

Director, General Services	S. Davidovich
Director, Personnel Audit	M.L. Jeffery
Director, Personnel Administration (Social)	P.G. Schwindt
Director, Personnel Administration (Resources)	I.H. Jennings
Director, Personnel Administration (Justice)	H.D. Burt
Director, Personnel Administration (Central)	S. Tenduf

Personnel Policy Division

Director, Personnel Policy, Staffing	K.A. Cassac
Director, Personnel Policy, Terms of Service	K.W. Skelton
Director, Systems and Procedures	C. Bell
Executive Secretary, Utilization of Human Resources Co-ordination	D.A.M. Wilson

Public Service Grievance Board

Chairman	Professor R. Presgrave
Members	B. Alexander E.A. Black M.S. Fitzpatrick P. Hess, Q.C. Mrs. D.M. Hinchey Mrs. D. Homuth E.S. Jewett N. Phelps R.J.C. Pringle E. Scott G.A. Stoodley

Members (cont'd)

T.H. Trimble
F.E. Wood
Miss S.J. Wychowanec

Secretary

H.F. Goss

Classification Rating Committee

Chairman

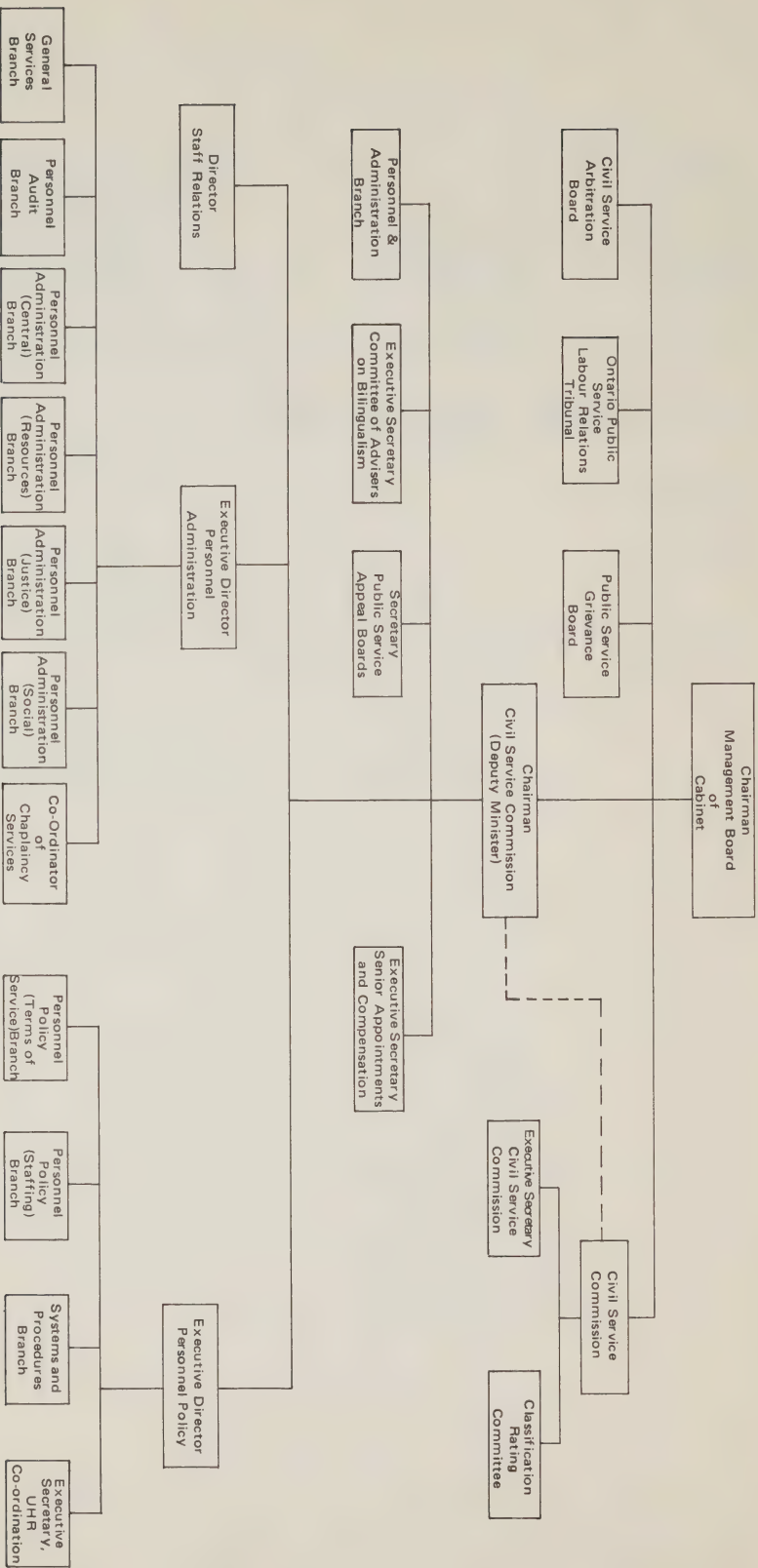
Professor R. Presgrave

Members

E.A. Black
Mrs. D.M. Hinchey
Mrs. D. Homuth

Secretary

H.F. Goss



CIVIL SERVICE COMMISSION ORGANIZATION

Introduction

The Civil Service Commission is responsible to the Chairman, Management Board of Cabinet, for the administration of The Public Service Act.

The Commission and its staff provide ministries, boards and commissions of the Ontario Government with policies, procedures, guidelines and other necessary support services to enable them to staff their organizations with competent enthusiastic people.

The staff relations branch carries out negotiations with employee organizations under The Crown Employees Collective Bargaining Act.

The Commission provides administrative services for the Public Service Grievance Board, the Classification Rating Committee and the Civil Service Arbitration Board, as well as the Ontario Provincial Police Negotiating and Arbitration Committees and Grievance Board.

In addition, it is responsible for the implementation of the Sixth Interim Report of the Committee on Government Productivity, dealing with the Utilization of Human Resources

This year's annual report includes a section on the activities of the Co-ordinator of Women's Programs, Mrs. E.M. McLellan who, while situated in the Ministry of Labour, is a member of the Civil Service Commission. The programs which she conducts are a vital part of the whole personnel management process and their activities form an integral part of this report.

The report's contents are arranged in the same order in which programs and activities are shown in the Ontario Expenditure Estimates 1973-74. This will allow the financial provision made by the Legislature to be directly related to the objectives pursued and the work performed during the fiscal year.



Administrative Program

This program provides the staff of the Civil Service Commission with overall direction to ensure that means are available to meet its operating objectives in a co-ordinated fashion. It also provides administrative support services which will help program managers allot their resources effectively.

Main Office

This comprises the Chairman, Civil Service Commission, the Executive Secretary to the Commission, the Executive Directors, and the Executive Secretary, Senior Appointments and Compensation, with their supporting secretarial and administrative assistants.

This group, together with the Director, Staff Relations, constitutes the senior management committee of the Commission, responsible for overall planning and direction of programs.

The Chairman, who carries out the responsibilities of Deputy Minister for the Commission staff, is also Co-ordinator on Bilingualism for the Ontario Government. An Executive Secretary, Bilingualism, is provided to assist in the duties of that office.

Executive Secretary, Civil Service Commission

The executive secretary provides management support and co-ordination to the Chairman and members of the Civil Service Commission. He is assisted by a program analysis co-ordinating section and also by an administrative assistant.

His duties include the preparation of the annual budget and the multi-year forecast, as well as the setting of objectives, policy co-ordination and the day-to-day organization and operation of the Chairman's office. During the year there were 41 meetings of the Civil Service Commission.

Executive Secretary, Senior Appointments and Compensation

This section, established in 1972, provides secretariat services for the Senior Compensation Plan Advisory Committee, the Senior Appointments Advisory Committee and Senior Manpower Planning subcommittees and conducts studies related to all aspects of senior executive compensation, appointments and career development.

Three senior manpower planning subcommittees have been established, organized on a policy field basis and consisting of the deputy ministers of each ministry under the chairmanship of the deputy provincial secretaries.

Substantial progress has been made in assessing the need for executive personnel and the action required through rotation and other development programs to ensure a ready supply of suitable candidates. Identification of the results to be expected from the work of each senior executive has been progressing through a process of goal setting and review.

Executive Secretary, Bilingualism

The Government's policy on bilingualism consists of providing a full range of services to the public in the English and French languages where feasible.

A Co-ordinator on Bilingualism was appointed in 1970. Early in 1971, a Committee of Advisers on Bilingualism -- made up

of appointed senior representatives of all ministries, commissions and governmental agencies -- was established to assist the Co-ordinator in implementing the Government's policy. The committee reports to Management Board of Cabinet through the Co-ordinator. It convenes during the year to review progress and to discuss methods of approach to meet the objectives of the Government's policy on bilingualism.

The Executive Secretary, Bilingualism, monitors progress, prepares reports for the Co-ordinator and the committee, and serves as a point of contact with outside associations and agencies.

UHR Co-ordination

The Committee on Government Productivity, in its report on the Utilization of Human Resources, made 36 recommendations. In four other reports of the Committee there also appear 11 further recommendations related to personnel management. The responsibility for converting these recommendations into viable policies, procedures and guidelines designed to bring about significant reforms has been allocated to the Civil Service Commission.

The Executive Secretary, UHR Co-ordination is the Commission officer responsible for the planning, organizing and co-ordination of the various projects as they are initiated, developed and prosecuted and for ensuring that the current status of all projects is readily perceivable.

Of the 47 recommendations, projects have been completed in respect of 13. Projects initiated as a result of 11 recommendations are more than halfway toward completion and work on a further 18 has been started. Five recommendations are still in the planning and discussion stage.

Target dates indicate that most of the recommendations will have been dealt with and completed by the end of 1975 or the early part of 1976.

Co-ordinator of Chaplaincy Services

Significant changes have taken place in the administration and functioning of chaplaincy services in the Ontario Public Service, as mutual responsibility for these services has been accepted by the churches and the Government of Ontario.

Following recommendations in the Report of the Inter-departmental Committee on Chaplaincy Services, a Co-ordinator of Chaplaincy Services was appointed within the Civil Service Commission.

Through the co-operation of the Canadian Council of Churches, the Canadian Jewish Congress and the Ontario Conference of Bishops of the Roman Catholic Church, an Ontario Provincial Inter Faith Committee on Chaplaincy was created to:

- . accept responsibility for recruiting clergy for all vacant chaplaincy positions in the Ontario Public Service
- . participate in the annual assessment of chaplains' ministries in order to maintain an expanding expression of the churches in Ontario Government institutions
- . act as the channel of communication between the churches and the Government of Ontario.

An Interdepartmental Committee on Chaplaincy Services, with membership from all ministries employing chaplains, holds joint meetings regularly with the Ontario Provincial Inter Faith Committee on Chaplaincy. This ensures the integration of chaplaincy services and the churches' resources for the pastoral care of those who are the responsibility of the Ontario Public Service.

Sixty-three chaplains, in co-operation with 400 clergymen and many laymen, are maintaining regular programs in 106 locations. The office of the Co-ordinator of Chaplaincy Services attempts to integrate these efforts and ensure the pastoral care of chaplains and their families.

Public Service Appeal Boards

The Public Service Grievance Board has been hearing employee appeals continuously since 1960. Members are appointed by the Lieutenant Governor-in-Council for specified periods and are selected for their demonstrated judgment and objectivity. Hearings are held in camera and the proceedings are semi-formal.

Enactment of The Crown Employees Collective Bargaining Act 1972 brought an increase in the number of Crown employees for whom the Board is appeal tribunal regarding complaints about working conditions and dismissals. Besides Ontario civil servants, the Board hears appeals from certain employees of Colleges of Applied Arts and Technology, Niagara Parks Commission, Ontario Housing Corporation and others.

Board activities increased during the year, with 88 grievances heard. It became necessary to increase the number of hearings per week and use 'acting chairmen' in order to reduce delays.

The trend to greater utilization of legal counsel by both sides accelerated with the coming of the college appeals. Because many of these counsel have had no previous experience before the Board, the number and length of sittings have increased.

Personnel

Personnel and administration staff provide personnel services as required to all branches of the Commission. The director reports to the Chairman.

Staff Relations

Branch staff provide support for Management Board in establishing -- through collective bargaining -- levels of pay, employee benefits and other terms and conditions of employment for Ontario Public Service employees. Officers develop and maintain procedures to communicate staff relations policies and to ensure a uniform standard of collective agreement administration between the Government and bargaining units.

In 1973-74, negotiations were undertaken in five categories within the public service: the administrative services category and the scientific and technical services category (settled in direct negotiations September, 1973); the general services category (settled in direct negotiations January, 1974); employee benefits (continuing through arbitration); and working conditions (continuing).

The Public Service Labour Relations Tribunal held hearings on matters of representation for certain groups of employees in the Ontario Housing Corporation and Workmen's Compensation Board.

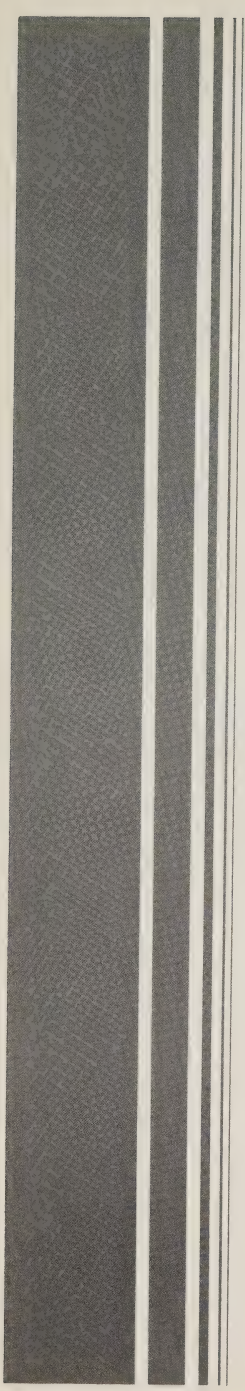
Boards of arbitration were convened to resolve the impasse in negotiations with the Ontario Housing Corporation and with the community colleges (academic staff). An arbitration award has been issued for the Ontario Housing Corporation. The board hearings have not yet been concluded for the community colleges (academic staff).

In addition to representing the Crown in public service collective bargaining and co-ordinating the staff relations activities of Crown agencies, the branch initiated the following major activities:

- . preparation of an interim collective agreement for the public service
- . dissemination of grievance award summaries to assist those who must prepare and present submissions to the Public Service Grievance Board
- . development and implementation of an agreement between the Government and the Civil Service Association concerning time off to attend to association business.

Pay research officers collect, present and distribute external data on compensation and conditions of employment for purposes of pay determination in the Ontario Public Service.

During 1973, surveys were conducted on wages, salaries and conditions of employment prevailing in industry and other government jurisdictions for positions comparable to those in the public service.



Personnel Administration Program

Commission staff advise program managers of the ministries and, where necessary, boards and commissions of the Government, on the administration and implementation of the personnel management policies, standards and procedures of the Civil Service Commission. They also provide whatever expertise or service is required to resolve personnel management problems.

Included in the personnel administration division are four personnel administration branches -- social, resources, justice and central -- each headed by a director.

These directors are responsible for the review of personnel administration in the ministries of their policy field. They provide consultative, recruitment and classification services, and work with the ministries in translating the policies of the Civil Service Commission in the daily personnel management.

Personnel Administration (Social)

This branch looks after the Ministries of Health, Community and Social Services, Colleges and Universities, Education and the Ontario Science Centre.

Reorganization in many of the ministries in this policy field and the implementation of some of the new concepts resulting from COGP recommendations caused a very heavy workload during this year.

Personnel Administration (Resources)

This branch is responsible for the Ministries of Agriculture and Food, Environment, Industry and Tourism (including Ontario Development Corporation and Ontario Place), Labour, Natural Resources, and Transportation and Communications.

During 1973-74, this branch was involved in bringing the staff of the provincially-operated water and sewage plants and the Ontario Place Corporation under the jurisdiction of The Public Service Act. It was also involved in reorganization of some of the ministries and in the introduction of the recommendations of COGP Report No. Six.

Personnel Administration (Justice)

This branch provides service to the Ministries of the Attorney General, Correctional Services, Consumer and Commercial Relations, the Solicitor General and the Ontario Provincial Police.

Highlights of the year included work with the Ministry of Correctional Services on the amalgamation of the probation and after-care services, and the review of classification for the reformatory and jail superintendents.

New classifications were also developed in the Ministry of the Attorney General.

Personnel Administration (Central)

This branch is responsible for the Ministries of Revenue, Government Services, Treasury, Economics and Intergovernmental Affairs, Energy, Housing, Ontario Housing Corporation, Management Board Secretariat, Office of the Provincial Auditor, Office of the Lieutenant Governor, Office of the Premier and the Cabinet Office.

In 1973-74, highlights included the formation of the new Ministries of Housing and Energy and administration of the Program Executive Plan, a compensation system covering some 450 branch heads and equivalent positions located in all ministries.


Progress was made in developing a co-ordinating program on graduate recruitment for all ministries at universities, community colleges and high schools throughout the province. This included the initiation of career days, co-ordination of on-campus interviews and an active work experience program for both high school and community college students to introduce them to employment in the Ontario Public Service.

Personnel Information Services

Significant modifications to the personnel information system were completed during 1973-74, providing the following benefits:

- . greatly increased speed and accuracy of processing

- . better accessibility of information
- . notices to employees of changes in recorded status
- . prior notification to ministry personnel branches of merit increases or other changes in status
- . a user's manual for personnel branches
- . computer-produced ministry-oriented salary schedules
- . improved forms of most common outputs, eg. employee service records, position inventories.



Personnel Policy Program

Commission staff develop and maintain personnel management policies, standards and procedures to enable the ministries and, in some cases, boards and commissions of the Government to manage their manpower effectively.

Personnel Policy, Staffing

The staffing of government programs requires the formulation and/or review of policies, procedures and standards in the following areas:

- . goal setting and review
- . staffing
- . manpower planning
- . training and development.

During 1973-74, the goal setting and review process was introduced to the Government of Ontario. This entailed:

- . distribution to ministries of guidelines on goal setting, review and appraisal
- . intensive orientation of carefully selected persons from ministries to act as resource persons in implementing goal setting and review
- . direct assistance to eight ministries in this implementation
- . introduction of goal setting and review theory and practice into management development programs within the service.

Policies were developed and/or revised for incorporation into the new policy manual. These included:

- . conflict of interest
- . filling vacancies
- . graduate staffing

- . suspension pending investigation
- . principles and standards regarding promotion, demotion and transfer, layoff and re-appointment
- . political activity of civil servants.

A policy framework was formulated for service-wide manpower planning, including:

- . analysis of alternative manpower planning strategies
- . pilot testing of a manpower planning committee (management Services Officers series)
- . study of the feasibility of human resource accounting as an adjunct to manpower planning.

Staff carried out a study to identify characteristics of future senior executives within the public service for the purpose of management development and manpower planning. Known as the FEED project (Future Executive Environment Description), it utilized the Delphi technique of forecasting with 35 senior civil service executives and cabinet ministers.

Personnel Policy, Terms of Service

Classification

Branch staff develop and maintain policies, standards and procedures relating to the classification of positions and pay determination. This includes developing objectives to be achieved in negotiations with bargaining agents and determining pay revisions for staff excluded from the bargaining units.

During 1973-74, bargaining objectives were developed for negotiations covering the administrative services, scientific and technical services and general services categories and pay revisions were determined for the corresponding management classes.

Major efforts were directed towards developing a new pay and classification system for the middle management and professional classes based on broadbanding, as recommended in the Committee on Government Productivity's Interim Report No. Six. This will cover approximately 8,500 employees and is expected to be completed towards the end of 1975.

Benefits

In its report on the Utilization of Human Resources, the Committee on Government Productivity identified three main areas of concern regarding benefits and other conditions of employment in the Ontario Public Service:

- . the need for a comprehensive approach to the development of policy on benefits
- . the need to keep employees informed
- . the need to provide for greater flexibility in working conditions, such as hours of work.

In recognition of these needs, Management Board of Cabinet approved the establishment of a benefits policy advisory committee to co-ordinate the development and maintenance of employee benefits for public servants and to recommend such policies for the consideration of Management Board. A unit was established within the Civil Service Commission to develop firm proposals to implement the COGP recommendations.

In the past year recommendations have been developed in such areas as: sickness and disability benefits, pensions and other insurance. Work was begun on an integrated approach to employee communications regarding employee benefits and working conditions.

In collaboration with the Ministry of Transportation and Communications, the Queen's Park Staggered Hours Demonstration Project was introduced to demonstrate the feasibility of alleviating urban transportation problems through a more flexible

approach to working hours, without reducing the administrative efficiency of the public service and without impairing the delivery of service to the public.

Personnel Audit

In keeping with organization and administrative changes in the Civil Service Commission during the reporting period, the role and activities of this branch were more closely defined.

While continuing to provide a service to the operating ministries, audit staff have developed a much closer relationship with the personnel administration and personnel policy divisions regarding information requirements for post audit of the application of approved personnel policies, standards, procedures and guidelines. This rapidly growing and involved aspect of the branch's work is expected to make a significant contribution to effective personnel management of the public service.

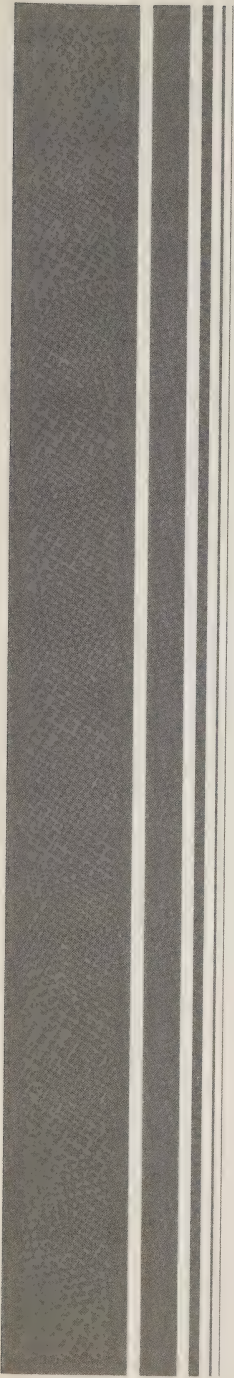
Systems and Procedures

During the past year, the Manual of Administration Volume 3, Personnel Policy and Procedures was printed and distributed to the ministries. In addition, the personnel information system was developed to increase speed and accuracy of

processing, make information more accessible and improve quality of outputs.

A computer system was developed and installed to process students' records for use in the administration of the French language teaching program.

Attendance statistics for civil servants were collected and analyzed by computer to provide information about utilization and costs of attendance credits for use in collective bargaining on employee benefits.



Personnel Services Program

In accordance with The Public Service Act and the policies of the Management Board, Commission staff provide ministries and, in some cases, boards and commissions of the Government, with personnel services of a quality and cost that will help line managers in meeting their operating objectives.

Communications and Publicity

The Commission plays a two-fold role in communications, on the one hand serving employees of the Ontario Public Service and, on the other hand, providing information to the general public.

One of its major programs is the production of topical, a semi-monthly tabloid carrying news and features of people and activities within the Ontario Government and distributed to all Ontario civil servants throughout the province.

In 1973, topical won first prize in its class for personnel publications at the annual International Personnel Management Association convention held in Miami Beach, Florida.

Other communications programs during the reporting period included:

- . production of the annual report, The Public Service Act, an information kit for new employees, and pamphlets and booklets for various Commission branches
- . recruitment advertising
- . school career days
- . communications advice and assistance concerning various Commission programs.

Temporary Help Services

On April 1, 1973, the Temporary Help Program went on a total charge-back basis by adding a five per cent fee to user ministries over and above the actual salary cost of the temporary employee. This new charge-back system more accurately portrayed the cost of temporary help to user ministries. More than 5,700 vacancies were filled. Some 155 temporary employees were appointed to probationary staff through the competition system.

French Language Services

During 1973-74, the French language program continued to offer intensive and parttime day or evening courses to provincial, municipal and federal government employees wishing to improve their knowledge of Canada's second official language, and better their understanding of the culture of Ontario's French-speaking citizens.

Courses were offered in Toronto, Ottawa and Sudbury, providing a total of 157,400 man-hours of instruction as follows:

	<u>Provincial Employees</u>	<u>Municipal Employees</u>	<u>Federal Employees</u>	<u>TOTAL</u>
Toronto	41,900	---	74,900	116,800
Ottawa	9,000	25,200	---	34,200
Sudbury	4,500	1,900	---	6,400
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL	55,400	27,100	74,900	157,400

General Services

Employment Office

The Civil Service Commission advises the Ontario public on general and career employment opportunities in the public service and on extensive queries about the operations of the Ontario Government. Those seeking professional administrative and semi-professional employment are directed to specific vacancies in their specialization and are informed and advised on the competition system. Other candidates are individually selected, qualified by examination when applicable, and are referred by recruitment specialists to specific vacancies in ministries for final selection.

During the past year, in excess of 30,000 candidates were serviced. Of the 6,500 individuals personally assessed, 5,272 were administered a variety of qualifying examinations. Over 2,800 positions were filled by candidates selected and referred by the employment office to client ministries.

Staff Development and Training

The Civil Service Commission assists staff development specialists and operating managers within ministries to provide programs which result in improved organizational effectiveness and increased employee job satisfaction. Services include the identification of training needs and the design and delivery of appropriate developmental experiences, including both central courses aimed at meeting common needs and workshops designed to meet the particular needs of work teams.

Two programs given special emphasis during the year were consultation services and an information service describing the wide range of training programs available to managers in ministries.

During 1973-74, 1,774 public servants participated in 85 Commission programs dealing with such varied subjects as goal setting and review, computer concepts for managers, communications and project management. Some 2,843 people used the Staff Development Centre at Kempenfeldt Bay.

Personnel Research

Major activities of this section included:

- . development of (and administering to Civil Service Commission staff) a questionnaire to evaluate change after implementation of a goal setting and review program
- . revision and expansion of an examination for psychiatric nursing assistants (Ministry of Health), and preparation of a French version
- . participation in the task force on staggered hours implementation and evaluation (Ministry of Transportation and Communications), and completion of a preliminary report
- . completion in two ministries of a project to develop methods of determining training needs
- . design of questionnaires to evaluate three training programs
- . completion of a paper on improving and validating personnel selection methods and a proposal for a study of methods of clerical selection.

Community Services

The Community Funds Liaison Office organized 35 United Community Funds for provincial government employees throughout Ontario. Visits were made to 33 communities and an executive was loaned to the Metropolitan Toronto United Way for ten weeks.

Liaison was maintained with the Canadian Red Cross Society. The Red Cross blood donor program for Ontario Government employees was reorganized in order to provide a permanent representative from each ministry to liaise with the clinic co-ordinator and this office. The office also conducted a successful campaign for the Canadian Cancer Society and the Ontario Heart Foundation among provincial employees in Metro Toronto.

A combined United Community Fund report was prepared and distributed to all Members of the Legislative Assembly of Ontario, United Community Funds, deputy ministers and other interested persons.

Staff Services

The staff services section provided administrative services for the Ontario Public Service Quarter Century Club. Cards and pins were provided to 500 new members. Banquets were held in Thunder Bay, Timmins, Sudbury, London, Toronto, Belleville and Brockville for the 4,500 members, 2,000 of whom are superannuated.

In addition, the section provided budgeting and accounting services for the branch.

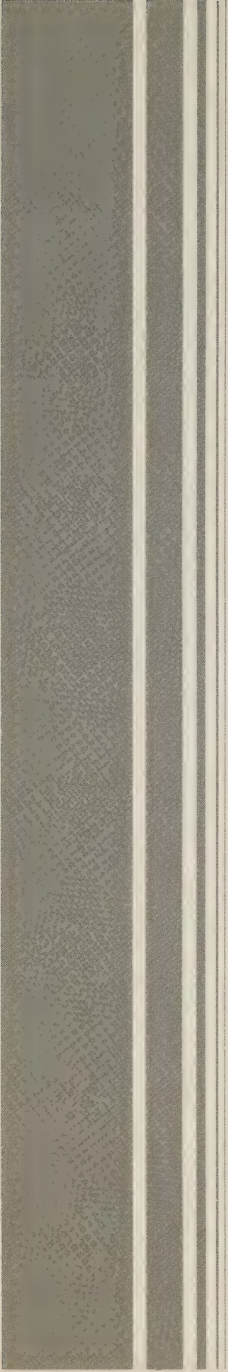
Youth Employment Co-ordination

Due to a continued high summer unemployment rate among young people, extra monies were provided for supplementary youth employment through Experience '73 -- 17 programs in 10 ministries.

Funds for co-ordination and evaluation were placed with the Civil Service Commission. These were used to operate a separate temporary office providing:

- . a central registry for applicants
- . an information program
- . co-ordination of funding
- . an evaluation of practices for hiring, paying and utilizing students in both the special program (Experience '73) and regular ministry programs.

Supervision and administration of this office were provided by the Ontario Youth Secretariat.



Co-ordination of Women's Programs

The Government's proposals regarding the Equal Opportunity Program for Women in Ontario were presented in a Green Paper in June, 1973. This paper called for a plan of action in several areas and recommended structures for implementing the plan.

One such structure was the creation within the Ontario Public Service of a position -- the Executive Co-ordinator, Women's Programs -- where priority would be given to stimulating and facilitating career opportunities for women in the public service. Ethel McLellan was appointed to this position, established in the Ministry of Labour.

The Executive Co-ordinator, Women's Programs, is responsible for preparing an annual report on the Status of Women in the Ontario Public Service, to be tabled in the Legislature by the Chairman of the Management Board. The first such report will be prepared for the fiscal year 1974-75.

Following the announcement of her appointment in late September, Mrs. McLellan was appointed a member of the Civil Service Commission and an ex-officio member of the Ontario Status of Women Council.

The Women's Programs Division in the Ministry of Labour consists of the Office of the Executive Co-ordinator and two branches -- the Women's Bureau and a new activity, the Women Crown Employees Office. This new branch comprises a director, program development officer, counsellor and a secretary. Their efforts will be directed towards stimulating and facilitating a watching brief on equal opportunity for women in the employment policies and practices of the public service.

Since it is intended that deputy ministers will assume responsibility for implementing an equal opportunity program for their own employees, and that they may set up steering committees or assign specific staff functions to carry it out, the new branch will play a program development and co-ordinating and monitoring role.

The proportion of women in higher salary brackets has increased during the past year. With the emphasis on increasing opportunities as a result of the equal opportunity program for women employees, there are now five women in the senior management group, including one deputy minister and 14 women in the program executive series compared to only ten in the previous year.



Statistics

Civil Service Enrolment

<u>Justice Policy Field Ministries</u>	<u>Fiscal Year ending Mar. 31, 1972</u>	<u>Fiscal Year ending Mar. 31, 1973</u>	<u>Fiscal Year ending Mar. 31, 1974</u>
Attorney General	-	2,539	2,733
Consumer & Commercial Relations	-	1,695	1,703
Correctional Services	4,056	4,526	4,803
*Financial and Commercial Affairs	460	-	-
*Justice	3,755	-	-
Ontario Provincial Police	4,839	4,929	5,011
*Provincial Secretary and Citizenship	415	-	-
Solicitor General	-	347	354
	<u>13,525</u>	<u>14,036</u>	<u>14,604</u>
<u>Resources Development Policy Field Ministries</u>			
Agriculture and Food	1,617	1,611	1,596
Energy	-	-	36
Environment	459	1,211	1,684
Industry and Tourism	-	409	467
Labour	1,202	643	684
*Lands and Forests	3,324	-	-
*Mines and Northern Affairs	443	-	-
Natural Resources	-	3,964	3,979
Ontario Development Corporation	150	157	167
*Trade and Development	258	-	-
Ontario Place Corporation	-	18	41
Transportation and Communications	11,649	11,606	11,354
*Tourism and Information	395	-	-
	<u>19,497</u>	<u>19,619</u>	<u>20,008</u>

Social Development Policy Field Ministries	Fiscal Year ending Mar. 31, 1972	Fiscal Year ending Mar. 31, 1973	Fiscal Year ending Mar. 31, 1974
Colleges and Universities	180	678	651
Community and Social Services	-	1,620	1,698
Education	2,156	1,987	1,835
Health	18,969	18,093	21,188
*Health Insurance	1,261	-	-
Registration Board			
Health Insurance Commission	-	3,018	138
Ontario Science Centre	183	189	191
*Social and Family Services	1,359	-	-
	<hr/>	<hr/>	<hr/>
	24,108	25,585	25,701
Policy Implementation Ministries			
Cabinet Office	-	64	71
Civil Service Commission	188	189	190
*Computer Services Centre	55	-	-
Government Services	-	2,459	2,767
Lieutenant Governor	2	2	3
Management Board of Cabinet	-	101	59
*Municipal Affairs	2,905	-	-
Office of the Premier	14	38	41
Housing	-	-	98
Ontario Housing Corporation	584	642	637
*Prime Minister	57	-	-
Provincial Auditor	84	70	70
*Public Works	2,030	-	-
*Treasury and Economics	494	-	-
*Treasury Board Secretariat	100	-	-
Revenue	1,353	3,863	3,745
Treasury, Economics and Intergovernmental Affairs	-	833	640
	<hr/>	<hr/>	<hr/>
	7,866	8,261	8,321
 <u>Total Service</u>	 <u>64,996</u>	 <u>67,501</u>	 <u>68,634</u>

* Ministries deleted, merged or renamed.

Distribution of Appointments

<u>By Age Intervals</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>
Under 25	4,088	3,850	3,655
25 - 34	2,440	2,971	3,283
35 - 44	1,143	1,293	1,323
45 & over	<u>1,316</u>	<u>1,495</u>	<u>1,393</u>
Total	8,987	9,609	9,654

<u>By Salary Intervals</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>
Under 4500	1,059	719	139
4500 - 4999	2,050	1,098	625
5000 - 5999	1,928	2,272	2,231
6000 - 6999	1,360	2,160	1,934
7000 - 9999	1,960	2,238	3,526
10000 & over	<u>630</u>	<u>1,122</u>	<u>1,199</u>
Total	8,987	9,609	9,654

<u>By Staff Type and Sex</u>	<u>Fiscal Year 1971-72</u>			<u>Fiscal Year 1972-73</u>		
	<u>Males</u>	<u>Females</u>	<u>Total</u>	<u>Males</u>	<u>Females</u>	<u>Total</u>
New Recruits	3,458	3,616	7,074	2,604	3,371	5,975
Re-employed	326	546	872	360	563	923
Transfers from	544	497	1,041	1,321	1,390	2,711
Unclassified						
Total	4,328	4,659	8,987	4,285	5,324	9,609

By Staff Type and Sex (cont'd)

	<u>Fiscal Year</u> <u>1973-74</u>		
	<u>Males</u>	<u>Females</u>	<u>Total</u>
New Recruits	3,323	3,282	6,605
Re-employed	338	636	974
Transfers from Unclassified	1,374	701	2,075
	<hr/>	<hr/>	<hr/>
Total	5,035	4,619	9,654

Distribution of Separations

<u>By Age Intervals</u>	<u>Fiscal Year</u> <u>1971-72</u>	<u>Fiscal Year</u> <u>1972-73</u>	<u>Fiscal Year</u> <u>1973-74</u>
Under 25	2,309	1,985	2,387
25 - 34	2,307	2,322	3,131
35 - 44	789	761	1,040
45 and over	<u>2,015</u>	<u>2,280</u>	<u>2,530</u>
Total	7,420	7,348	9,088

<u>By Salary Intervals</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>
Under 4500	415	203	65
4500 - 4999	843	354	274
5000 - 5999	2,186	1,805	1,184
6000 - 6999	1,481	1,588	2,084
7000 - 9999	1,722	2,419	3,690
10000 & over	<u>773</u>	<u>979</u>	<u>1,791</u>
Total	7,420	7,348	9,088

<u>By Years of Service</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>
1 year or less	909	781	1,184
2 years or less	2,017	2,755	1,930
3 years or less	1,001	1,144	1,083
4 years or less	660	682	927
5 years or less	438	404	588
5 years & over	<u>2,395</u>	<u>1,582</u>	<u>3,376</u>
Total	7,420	7,348	9,088

<u>By Reason and Sex</u>	<u>Fiscal Year 1971-72</u>			<u>Fiscal Year 1972-73</u>		
	<u>Males</u>	<u>Females</u>	<u>Total</u>	<u>Males</u>	<u>Females</u>	<u>Total</u>
Resignation	2,213	3,643	5,856	2,174	3,435	5,609
Dismissal	166	110	276	124	110	234
Superannuation	428	187	615	466	220	686
Retirement	266	161	427	344	226	570
Death	174	47	221	172	34	206
Transfer to another Public Service Jurisdiction	22	3	25	28	15	43
Total	<u>3,269</u>	<u>4,151</u>	<u>7,420</u>	<u>3,308</u>	<u>4,040</u>	<u>7,348</u>

Fiscal Year
1973-74

	<u>Males</u>	<u>Females</u>	<u>Total</u>
Resignation	2,870	4,128	6,998
Dismissal	216	163	379
Superannuation	554	223	777
Retirement	372	278	650
Death	205	41	246
Transfer to another Public Service Jurisdiction	35	3	38
	<u> </u>	<u> </u>	<u> </u>
Total	4,252	4,836	9,088

Distribution of Total Service

<u>By Age Intervals</u>	<u>Fiscal Year</u> <u>1971-72</u>	<u>Fiscal Year</u> <u>1972-73</u>	<u>Fiscal Year</u> <u>1973-74</u>
Under 25	8,127	8,019	7,401
25 -34	17,357	18,880	20,061
35 -44	12,835	14,443	13,738
45 & over	<u>26,677</u>	<u>26,159</u>	<u>27,434</u>
Total	64,996	67,501	68,634

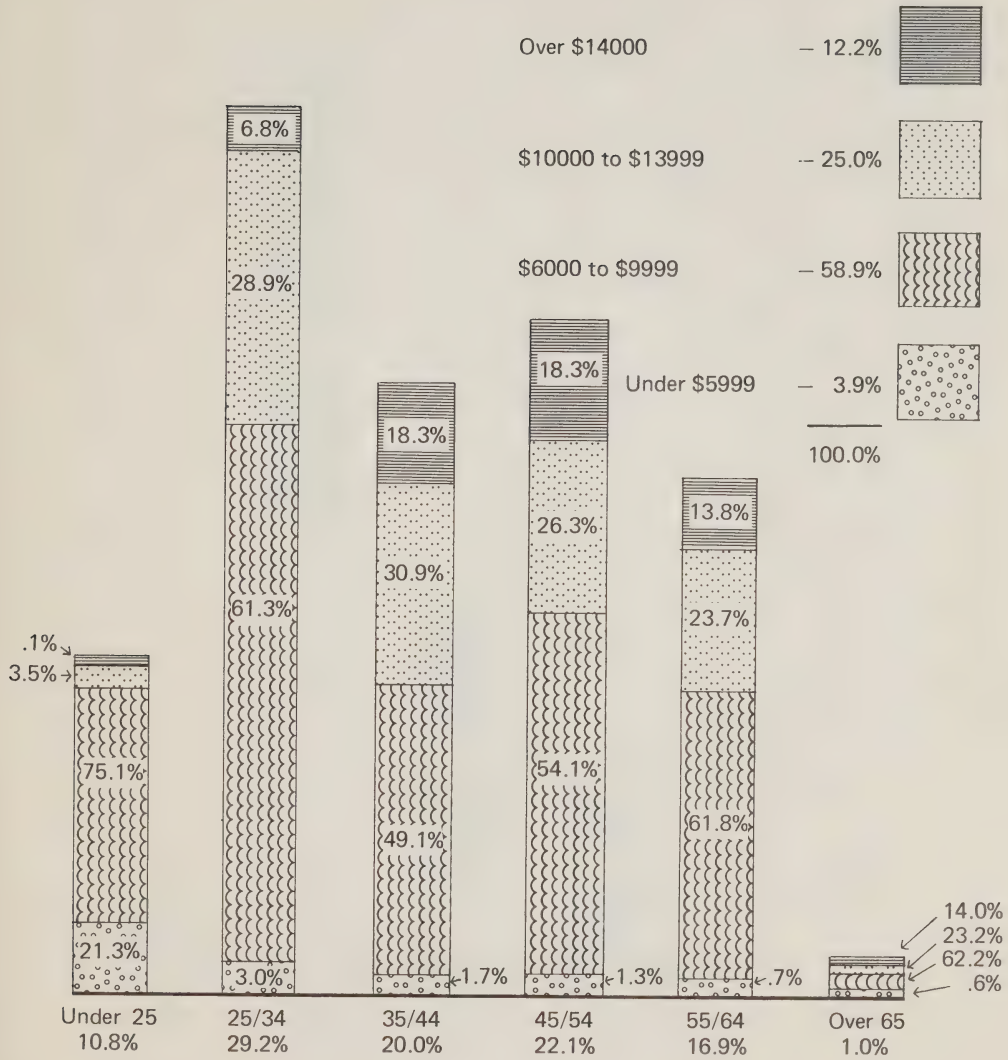
<u>By Salary Intervals</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>
Under 4500	680	67	41
4500 - 4999	1,702	548	325
5000 - 5999	11,570	5,522	2,331
6000 - 6999	10,838	12,212	9,356
7000 - 9999	25,896	28,925	31,055
10000 & over	<u>14,310</u>	<u>20,227</u>	<u>25,526</u>
Total	64,996	67,501	68,634

<u>By Year of Appointment</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>
1974	-	-	1,168
1973	-	1,035	7,433
1972	1,140	7,682	6,514
1971	7,550	6,388	5,482
1970	7,435	6,432	5,584
1969	5,627	5,049	4,515
1968	4,974	4,601	4,189
1967 & over	<u>38,270</u>	<u>36,314</u>	<u>33,749</u>
Total	64,996	67,501	68,634

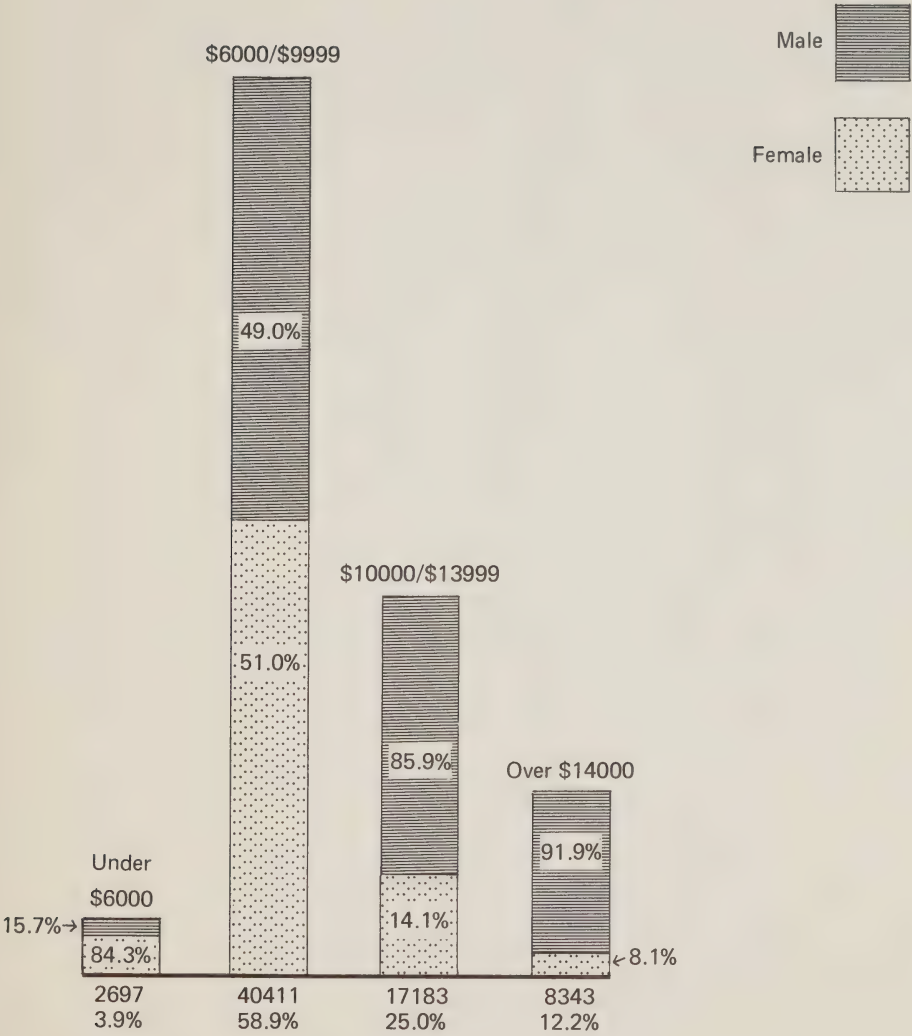
<u>By Staff Type</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>
Regular	53,922	57,176	57,941
Probationary	<u>11,074</u>	<u>10,325</u>	<u>10,693</u>
Total	64,996	67,501	68,634

<u>By Sex</u>	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>
Males	40,387	41,820	42,640
Females	<u>24,609</u>	<u>25,681</u>	<u>25,994</u>
Total	64,996	67,501	68,634

Distribution of Total Staff by Age and Salary Groups as at March 31, 1974



Distribution of Total Staff, Male and Female by Salary Groups





CA 26N
CS
- A 56

Civil

Service

Commission

Annual Report 1974-75



Ontario

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Legislative Assembly
of Ontario

Sessional paper
No. 35



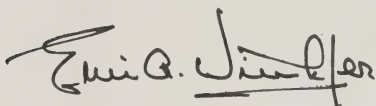
CIVIL SERVICE
COMMISSION

Annual Report
1974-75

Her Honour,
The Lieutenant Governor of
the Province of Ontario.

May it please your Honour:

The undersigned respectfully presents the
annual report of the Civil Service Commission
of Ontario for the twelve-month period ended
March 31, 1975.

A handwritten signature in dark ink, reading "Eric A. Winkler". The signature is fluid and cursive, with the first name "Eric" and last name "Winkler" clearly legible.

Eric A. Winkler,
Chairman,
The Management Board of Cabinet.

The Honourable Eric A. Winkler,
Chairman,
The Management Board of Cabinet.

Sir:

I am pleased to forward to you the annual
report of the Civil Service Commission for the
twelve-month period ended March 31, 1975.

A handwritten signature in dark ink, reading "S. W. Clarkson". The signature is written in a cursive style, with the first letters of each name being capitalized and prominent.

S. W. Clarkson,
Chairman,
Civil Service Commission.

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Directory

Minister to whom the
Commission reports

Hon. E.A. Winkler,
Chairman,
The Management Board
of Cabinet

Civil Service Commission

Chairman

W.A.B. Anderson (to May 13,
1974)
S.W. Clarkson (from May 13,
1974)

Commissioners

W.A.B. Anderson (from May 29,
1974 to September 25, 1974)
G.H.U. Bayly (to May 29,
1974)
T.M. Eberlee (to April 30,
1974)
W.Q. Macnee
Ms. E.M. McLellan
J.G. Parr
D.A. Crosbie (from September
25, 1974)
D. Sinclair (from September
25, 1974)
Ms. D. Scott (from September
25, 1974)

Executive Secretary

R.F. Green

Executive Secretary, Senior
Appointments and Compensation

J.A. Jackson

Executive Director, Personnel
Policy

H. Copland

Executive Director, Personnel
Administration

R.K.D. Sachse

Director, Staff Relations

J.R. Scott

Director, Personnel and
Administration

D.G. Airhart

Personnel Policy Division

Director, Personnel Policy
(Staffing)

K.A. Cassac

Director, Personnel Policy
(Terms of Service)

K.W. Skelton

Executive Secretary, Utilization
of Human Resources Co-ordinator
Manager, Broadbanding Project
Chief, Benefits

D.A.M. Wilson

H.D. Burt

Ms. E. Aboud

Public Service Grievance Board

Chairman

Professor R. Presgrave

Members

B. Alexander

E.A. Black

P. Hess, Q.C.

Ms. D. Scott

Mrs. D. Homuth

E.S. Jewett

N. Phelps

R.J.C. Pringle

E. Scott

G.A. Stoodley

F.E. Wood

Miss S.J. Wychowanec, Q.C.

Secretary

H.F. Goss

Classification Rating Committee

Chairman

Professor R. Presgrave

Members

E.A. Black
Ms. D. Scott
Mrs. D. Homuth

Secretary

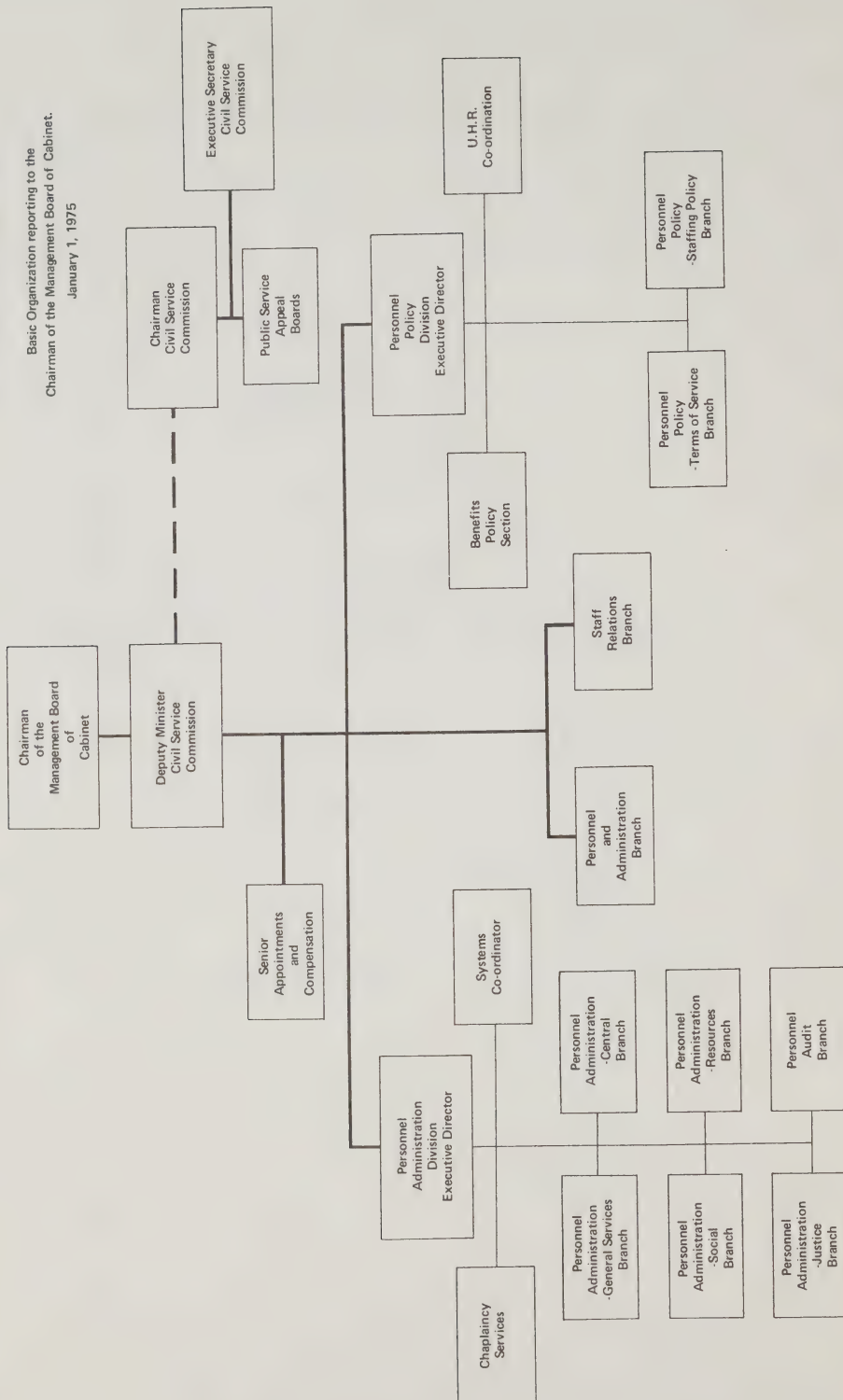
H.F. Goss

Personnel Administration Division

Director, General Services	S. Davidovich
Director, Personnel Audit	M.L. Jeffery
Director, Personnel Administration (Social)	P.G. Schwindt
Director, Personnel Administration (Resources)	I.H. Jennings
Director, Personnel Administration (Justice)	N.E. Mealing
Acting Director, Personnel Administration (Central)	T.A. Dawes
Systems Co-ordinator	C. Bell
Co-ordinator of Chaplaincy Services	Dr. M.S. Flint

CIVIL SERVICE COMMISSION

Basic Organization reporting to the
Chairman of the Management Board of Cabinet.
January 1, 1975



Introduction

This report covers the activities of the Civil Service Commission and its staff during the period April 1, 1974 to March 31, 1975. It does not attempt to provide a detailed account of the multiplicity of routine matters which occupy the majority of the staff in their day-to-day operations. It does, however, refer to items which, in the opinion of the Commission, are of sufficient importance and significance to warrant the attention of members of the Legislature and the general public.

General

The Civil Service Commission of Ontario reports to the Legislature through the Chairman, Management Board of Cabinet, the Honourable Eric A. Winkler, to whom the Commission is responsible for the administration of The Public Service Act and its Regulations.

In May, 1974, the chairmanship of the Commission was assumed by Stuart W. Clarkson, an experienced deputy minister whose immediate previous appointment had been as Chairman, Ontario Energy Board. He replaced W.A.B. Anderson, who was appointed Secretary, Management Board of Cabinet.

The year also resulted in a number of changes in the composition of the Commission with an increase in the number of members. In September, three new members were appointed by the Government, including for the first time a member from outside government service. This was Ms. Donna Scott, Personnel Director, Maclean-Hunter Limited. The present composition of the Commission includes, besides Ms. Scott and the Chairman, four members with deputy minister status -- Messrs. Macnee, Parr, Sinclair and Crosbie, and Ms. E.M. McLellan, Executive Co-ordinator, Women's Programs.

During the year the Commission held 38 meetings.

Activities

Since September, 1974, the Commission, in addition to its other considerations, reviewed the roles and responsibilities of the Commission and its staff and the probable changes in the years ahead. Input for this review was received from the Commission staff, the Personnel Council and from the Advisory Committee on the Utilization of Human Resources.

The Commission concluded agreements with a number of ministries for delegation of certain levels of recruitment for positions within Metropolitan Toronto during the year -- notably the Ministries of Health, Education, Colleges and Universities, Government Services and Revenue. Delegation to other ministries is being implemented.

The Employment Standards Act was amended, with effect from January 1, 1975, to include the Crown within the provisions respecting termination, pregnancy leave, equal pay and equal benefits. In addition to changing the policy on pregnancy leave, to give special consideration to public servants, the Commission made such other changes in its personnel practices as were deemed necessary to satisfy the requirements of the amendment.

The Commission was concerned with experiments in staggered working hours to ease the transportation problem in cities during peak periods. It also sanctioned experiments in a number of ministries with a variable work week. This appears to be particularly appropriate in areas which require coverage on a 24-hour basis. The Civil Service Association of Ontario has co-operated with the Commission in the arrangements necessary to allow these experiments to be carried out.

The Commission sponsored affirmative action programs for women employees as developed by the Executive Co-ordinator, Women's Programs. These programs will be reported upon separately by the Executive Co-ordinator.

Senior Appointments and Compensation

Through the Office of the Executive Secretary, Senior Appointments and Compensation, the staff of the Civil Service Commission provides administrative and policy support to the Senior Appointments Advisory Committee and to the senior manpower planning sub-committee in each policy field.

During the year, a senior manpower planning inventory was developed, which includes a statement by each senior employee of his or her career goals and perceived developmental needs, together with an assessment by the appropriate deputy minister. This inventory was used to effect appropriate developmental rotation and promotion of senior executives. New approaches were explored and continued to be so for options to be presented to the Senior Appointments Advisory Committee in the areas of executive compensation and development.

Personnel Policy Division

The personnel policy division is organized into a staffing policy branch, a terms of service branch, a benefits policy section and a utilization of human resources secretariat.

Staffing Policy

The staffing policy branch develops and recommends policy in the areas of manpower planning, goal setting and review, staffing standards and individual training and development. During the year, policies were recommended to extend the delegation

of staffing authority to ministries for positions within the Metropolitan Toronto area and to integrate the goal setting and review program with the management by results program of Management Board Secretariat. In conjunction with other staff branches, policies were developed on recruiting and staffing from universities and community colleges.

Terms of Service

The terms of service branch developed bargaining objectives for social services, operational services and law enforcement categories of employees. Pay revisions for management classes were recommended for all categories of employees.

Benefits Policy

In the area of employee benefits, the benefits policy section participated in a Joint Insurance Benefits Review Committee, which had equal representation from management and the Civil Service Association of Ontario. This committee tendered the group insurance contract covering employees represented by the association. A plan for the regular annual adjustment of pensions was developed and this is now under review.

A program for communication of benefits available to employees was developed and is in the process of implementation.

Committee on Government Productivity Recommendations Utilization of Human Resources (UHR)

During the year, projects were completed achieving the intent of nearly one-half of the recommendations and work is progressing on the remainder. A key recommendation, to institute a broadbanding of classifications, was initiated for the management classes of the civil service. A time schedule for completion of the restructuring of over 50 occupational groups covering all management and professional classes was prepared. Work on these is proceeding according to schedule.

Personnel Administration Division

The administrative division of the Commission staff is organized into a systems co-ordinating section, an audit branch, a general services branch and four personnel administration branches which correspond to the three policy fields and the central government ministries. Through the personnel administration branches, the staff of the Civil Service Commission maintains contact with the ministry personnel branches. Recruitment and classification services were provided for those classes of employees which have not been delegated to ministries. The personnel administration branches have provided consulting and interpretative services on all matters relating to personnel policies, procedures and practices for ministries.

Highlights during the year included: provision of service personnel for career development workshops sponsored by the Women Crown Employees Office; organization and operation of a summer internship program for MBA/MPA students; operation of a classification training program for ministry specialists assigned to broadbanding duties; initiation, in conjunction with the Ministry of the Attorney General, of a review of provincial judges' salaries and benefits; a study, in conjunction with the Ministry of Health, into salaries of physicians and psychiatrists.

Systems and Procedures

During the year, the systems and procedures program was carried out by the systems co-ordinator, with the assistance of analysts and programmers on contract from the Ministry of Government Services, augmented as required by management consulting services and consultants from the private sector.

The main efforts during the year have been directed towards facilitating and supporting the development of an Integrated Payroll Personnel Employee Benefits Information system. Other activities were concerned with the transfer of the personnel information computer system from Downsview to Queen's Park and the allocation of responsibility for its operation to the Ministry of Government Services. The retrieval of information from the computer was speeded up, new forms and procedures were designed,

and study on the feasibility of a central attendance recording system was carried out.

Personnel Audit

The personnel audit branch has devoted its energies to the way in which approved personnel policies, standards, procedures and guidelines are being interpreted, accepted and applied in the ministries and their agencies.

Chaplaincy Services

Considerable progress towards integrating and unifying the resources of the various denominational churches and those of the Ontario Public Service was achieved to increase the effectiveness of the chaplaincy service. During the year, the first joint annual assessment of chaplains' ministries was carried out by denominational representatives, ecumenical church and public service administrators. This has resulted in the resolution of difficulties and fresh insights concerning the ministry of the churches in public institutions.

General Services

Staff Training

The staff training services operated 34 courses for 3,000 individuals at the Kempenfeldt Bay Staff Centre. In addition, the centre was used by seven weekend groups. Approximately 2,000 public servants took part in 90 Commission programs dealing with such topics as problem-solving and decision-making, communications, computer concepts, consulting skills and management by objectives. In addition, 250 days of consulting services were provided.

As of April 1, 1974, all costs of staff training have been charged back to the ministries using the services.

Personnel Research

The personnel research section carried out a number of projects during the year, including: studies on the validity of reasons for leaving the service; the mobility of employees with typing and stenographic skills to determine turnover rates and the type and frequency of classification changes; attitudes of women towards work in the Ontario Public Service, and training centre usage to determine future requirements.

French Language Program

French language training was continued in Toronto, Ottawa and Sudbury with a total of 177,100 people hours of instruction to provincial, federal and municipal employees wishing to increase facility in Canada's other official language. Instruction was given in part-time day and evening courses as well as on an intensive full-time basis.

Communications and Publicity

The communications and publicity section continued to produce topical on a semi-monthly basis, distributed to all Ontario civil servants including pensioners. A second paper, job mart, was introduced in May, 1974, published on alternate weeks to topical. This contains information on job openings within the service. topical won accolades for best layout of a tabloid and for best photo/journalism in a tabloid from Corporate Communicators, Canada at its Kitchener conference.

GO Temporary

The temporary employment program operated by the personnel administration division is a zero-budget, charge-back service which provides personnel to ministries requiring temporary assistance. Over 5,000 requests for staff were filled during the year,

including secretaries, clerks, typists, draftsmen/women, financial and personnel officers, nurses, social workers, commercial artists and tourism counsellors. Over 400 of these temporary employees later joined the regular staff. The Office of the Legislative Assembly, Ontario Education Communications Authority, and the Ontario Hydro joined our list of clients during the year.

Employment Office

The civil service employment office on the first floor of the Frost Building South received more than 32,000 enquiries during the year. Of the 7,500 individuals personally assisted, over 5,500 were given a variety of qualifying examinations. More than 3,300 positions were filled by applicants selected from this group.

Community Funds

The community funds liaison office organized 35 Ontario Government Employees United Fund Campaigns throughout the province, operated a joint campaign for the Canadian Cancer Society and Ontario Heart Foundation among Metropolitan Toronto public service employees, provided an executive on loan to the Metropolitan Toronto United Way and maintained liaison with the Canadian Red Cross Society in conducting employee blood donor clinics.

Staff Services

The staff services section provided administrative support to the Quarter Century Club of the Ontario Public Service and arranged banquets in seven centres for members and their spouses. Four hundred and fifty new members were enrolled during the year. This section provides a recreational travel service for all government employees as well as for club members.

Staff Relations

The staff relations branch provides support for Management Board in establishing, through collective bargaining, levels of pay, employee benefits and other conditions and terms of employment for Ontario Public Service employees.

During the year, negotiations were undertaken as follows: social services category -- settled in direct negotiation in July, 1974; operational services category -- settled in direct negotiations, December, 1974; employee benefits -- settled through arbitration in June, 1974; law enforcement category -- continuing; working conditions -- continuing through mediation.

Agreements were reached in direct negotiations with branch assistance for colleges of applied arts and technology (support groups) in July, 1974, and the Niagara Parks Commission in January, 1975.

Surveys were conducted on wages, salaries and conditions of employment in industry and other government jurisdictions for positions comparable to those in the Ontario Public Service. Studies related to economic trends and their impact on collective bargaining were carried out.

The branch carried out discussions with bargaining agents on: exclusions from and inclusions in the bargaining units; the number and composition of categories for wage and salary negotiations; possible amendments to The Crown Employees Collective Bargaining Act, and matters not negotiable under that Act.

Public Service Appeal Boards

The Ontario Public Service Arbitration Board and the Ontario Public Service Labour Relations Tribunal were established under authority of The Crown Employees Collective Bargaining Act. During the year, the Ontario Public Service Labour Relations Tribunal held hearings and issued decisions on: representation rights for groups of employees in the Ontario Housing Corporation and Workmen's Compensation Board; negotiability of certain matters under The Crown Employees Collective Bargaining Act; exemption from payment of employee organization dues because of religious conviction or belief.

The Public Service Grievance Board and the Classification Rating Committee were established by Regulations under The Public Service Act, although employee groups such as staffs of colleges of applied arts and technology, the Niagara Parks Commission, Liquor Control and Liquor Licence Boards, Ontario Housing Corporation and others were allowed to process grievances through the Public Service Grievance Board. During the year, 62 grievances were heard by the board. The Classification Rating Committee, on the other hand, held only two hearings during the year. This is the lightest load since its inception in 1962.

Civil Service Enrolment

<u>Justice Policy Field Ministries</u>	Fiscal Year ending <u>Mar. 31, 1973</u>	Fiscal Year ending <u>Mar. 31, 1974</u>	Fiscal Year ending <u>Mar. 31, 1975</u>
Attorney General	2,539	2,733	2,910
Consumer & Commercial Relations	1,695	1,703	1,725
Correctional Services	4,526	4,803	4,936
Solicitor General	<u>1,353</u>	<u>1,502</u>	<u>1,575</u>
	10,113	10,741	11,146

Resources Development Policy Field Ministries

Agriculture & Food	1,611	1,596	1,597
Energy	-	36	49
Environment	1,211	1,238	1,349
Industry & Tourism	409	467	501
Labour	643	684	733
Natural Resources	3,964	3,979	4,123
Ontario Development Corporation	157	167	187
Ontario Place Corporation	18	41	41
Transportation & Communications	<u>11,606</u>	<u>11,354</u>	<u>11,278</u>
	19,619	19,562	19,858

<u>Social Development Policy Field Ministries</u>	<u>Fiscal Year ending Mar. 31, 1973</u>	<u>Fiscal Year ending Mar. 31, 1974</u>	<u>Fiscal Year ending Mar. 31, 1975</u>
Colleges & Universities	678	651	699
Community & Social Services	1,620	1,698	8,212*
Education	1,987	1,835	1,821
Health	21,111	21,326	14,406**
Ontario Science Centre	<u>189</u>	<u>191</u>	<u>187</u>
	25,585	25,701	25,325

*-** Effective April 1, 1974, the Ministry of Health transferred the Mental Retardation Services and Facilities to the Ministry of Community and Social Services.

Policy Implementation
Ministries

Cabinet Office	64	71	40
Civil Service Commission	189	190	197
Government Services	2,459	2,767	3,054
Justice Policy Secretariat	-	-	10
Management Board of Cabinet	101	59	74
Office of the Premier	38	41	40
Housing	-	98	226
Ontario Housing Corporation	642	637	661
Resources Policy Secretariat	-	-	12
Revenue	3,863	3,745	3,942
Social Policy Secretariat	-	-	18
Treasury, Economics and Intergovernmental Affairs	<u>833</u>	<u>640</u>	<u>698</u>
	8,189	8,248	8,972
<u>TOTAL SERVICE</u>	<u>63,506</u>	<u>64,252</u>	<u>65,301</u>
Provincial Auditor	70	70	62
Lieutenant Governor's Office	2	3	3
O.P.P. Uniformed Staff	3,923	3,863	3,947
Environment Plant Operators	<u>-</u>	<u>446</u>	<u>476</u>
	67,501	68,634	69,789

Distribution of Appointments

<u>By Age Intervals</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>	<u>Fiscal Year 1974-75</u>
Under 25	3,850	3,655	3,960
25 - 34	2,971	3,283	3,328
35 - 44	1,293	1,323	1,372
45 & over	<u>1,495</u>	<u>1,393</u>	<u>1,190</u>
Total	9,609	9,654	9,850

<u>By Salary Intervals</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>	<u>Fiscal Year 1974-75</u>
Under 4500	719	139	14
4500 - 4999	1,098	625	258
5000 - 5999	2,272	2,231	1,240
6000 - 6999	2,160	1,934	2,045
7000 - 9999	2,238	3,526	4,162
10000 & over	<u>1,122</u>	<u>1,199</u>	<u>2,131</u>
Total	9,609	9,654	9,850

<u>By Staff Type and Sex</u>	<u>Fiscal Year 1972-73</u>			<u>Fiscal Year 1973-74</u>		
	<u>Males</u>	<u>Females</u>	<u>Total</u>	<u>Males</u>	<u>Females</u>	<u>Total</u>
New Recruits	2,604	3,371	5,975	3,323	3,282	6,605
Re-employed	360	563	923	338	636	974
Transfers from Unclassified	1,321	1,390	2,711	1,374	701	2,075
Total	<u>4,285</u>	<u>5,324</u>	<u>9,609</u>	<u>5,035</u>	<u>4,619</u>	<u>9,654</u>

By Staff Type and Sex (cont'd)

	<u>Fiscal Year</u> <u>1974-75</u>		
	<u>Males</u>	<u>Females</u>	<u>Total</u>
New Recruits	3,175	3,666	6,841
Re-employed	501	969	1,470
Transfers from	941	598	1,539
Unclassified			
Total	4,617	5,233	9,850

Distribution of Separations

<u>By Age Intervals</u>	<u>Fiscal Year</u> <u>1972-73</u>	<u>Fiscal Year</u> <u>1973-74</u>	<u>Fiscal Year</u> <u>1974-75</u>
Under 25	1,985	2,387	2,367
25 - 34	2,322	3,131	3,164
35 - 44	761	1,040	1,101
45 & over	<u>2,280</u>	<u>2,530</u>	<u>2,307</u>
Total	7,348	9,088	8,939

<u>By Salary Intervals</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>	<u>Fiscal Year 1974-75</u>
Under 4500	203	65	4
4500 - 4999	354	274	97
5000 - 5999	1,805	1,184	431
6000 - 6999	1,588	2,084	1,382
7000 - 9999	2,419	3,690	4,634
10000 & over	<u>979</u>	<u>1,791</u>	<u>2,391</u>
Total	7,348	9,088	8,939

<u>By Years of Service</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>	<u>Fiscal Year 1974-75</u>
1 year or less	781	1,184	1,636
2 years or less	2,755	1,930	1,635
3 years or less	1,144	1,083	1,030
4 years or less	682	927	719
5 years or less	404	588	686
5 years & over	<u>1,582</u>	<u>3,376</u>	<u>3,233</u>
Total	7,348	9,088	8,939

<u>By Reason and Sex</u>	<u>Fiscal Year 1972-73</u>			<u>Fiscal Year 1973-74</u>		
	<u>Males</u>	<u>Females</u>	<u>Total</u>	<u>Males</u>	<u>Females</u>	<u>Total</u>
Resignation	2,174	3,435	5,609	2,870	4,128	6,998
Dismissal	124	110	234	216	163	379
Superannuation	466	220	686	554	223	777
Retirement	344	226	570	372	278	650
Death	172	34	206	205	41	246
Transfer to another Public Service Jurisdiction	28	15	43	35	3	38
Total	3,308	4,040	7,348	4,252	4,836	9,088

By Reason and Sex (cont'd)

	Fiscal Year 1974-75		
	<u>Males</u>	<u>Females</u>	<u>Total</u>
Resignation	3,071	4,008	7,079
Dismissal	185	109	294
Retirement *	777	437	1,214
Death	157	37	194
Transfer to another Public Service Jurisdiction	100	58	158
	<u> </u>	<u> </u>	<u> </u>
Total	4,290	4,649	8,939

* Includes Early Retirements

Distribution of Total Service

Includes Provincial Auditor, Lieutenant Governor, O.P.P. uniformed staff, Environment plant operators.

<u>By Age Intervals</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>	<u>Fiscal Year 1974-75</u>
Under 25	8,019	7,401	9,200
25 - 34	18,880	20,061	20,283
35 - 44	14,443	13,738	14,020
45 & over	<u>26,159</u>	<u>27,434</u>	<u>26,286</u>
Total	67,501	68,634	69,789

<u>By Salary Intervals</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>	<u>Fiscal Year 1974-75</u>
Under 4500	67	41	1
4500 - 4999	548	325	4
5000 - 5999	5,522	2,331	301
6000 - 6999	12,212	9,356	1,536
7000 - 9999	28,925	31,055	23,853
10000 & over	20,227	25,526	-
10000 - 14999	-	-	33,096
15000 - 19999	-	-	6,558
20000 & over	-	-	4,440
Total	67,501	68,634	69,789

<u>By Year of Appointment</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>	<u>Fiscal Year 1974-75</u>
1975	-	-	1,027
1974	-	1,168	8,226
1973	1,035	7,433	6,314
1972	7,682	6,514	5,484
1971	6,388	5,482	4,692
1970	6,432	5,584	4,849
1969	5,049	4,515	4,018
1968 & before	40,915	37,938	35,179
Total	67,501	68,634	69,789

<u>By Staff Type</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>	<u>Fiscal Year 1974-75</u>
Regular	57,176	57,941	58,913
Probationary	10,325	10,693	10,876
Total	67,501	68,634	69,789

<u>By Sex</u>	<u>Fiscal Year 1972-73</u>	<u>Fiscal Year 1973-74</u>	<u>Fiscal Year 1974-75</u>
Males	41,820	42,640	43,047
Females	25,681	25,994	26,742
Total	67,501	68,634	69,789

Distribution of Total Staff by Age and Salary Groups
as at March 31, 1975

	Under 25 13.2%	25/34 29.1%	35/44 20.1%	45/54 21.8%	55/64 15.6%	Over 65 0.2%	Total 100%
Over 14,000	0.4	15.9	31.6	30.8	25.3	35.5	21.8
10,000 - 13,999	26.4	48.6	42.3	40.5	41.1	21.5	41.4
6,000 - 9,999	70.5	35.3	26.1	28.6	33.6	40.5	36.4
Under 6,000	2.7	0.2	N.S.	0.1	N.S.	2.5	0.4

Distribution of Total Staff, Male and Female
by Salary Groups

	Under 6,000	6,000-9,999	10,000-13,999	Over 14,000
Male	52	7,667	21,794	13,519
Female	254	17,722	7,110	1,671
Total Number	306	25,389	28,904	15,190
Percentage	0.4	36.4	41.4	21.8

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Ontario
1975-76

CIVIL SERVICE COMMISSION ANNUAL REPORT 1975-76

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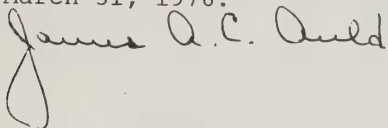
CIVIL SERVICE
COMMISSION

Annual Report
1975-76

Her Honour,
The Lieutenant Governor of
the Province of Ontario.

May it please your Honour:

The undersigned respectfully presents the
annual report of the Civil Service Commission
of Ontario for the twelve-month period ended
March 31, 1976.

A handwritten signature in dark ink, appearing to read "James A. C. Auld". The signature is fluid and cursive, with a large loop at the end.

J. A. C. Auld,
Chairman,
The Management Board of Cabinet.

The Honourable J. A. C. Auld,
Chairman,
The Management Board of Cabinet.

Sir:

I am pleased to forward to you the annual
report of the Civil Service Commission for
the twelve-month period ended March 31, 1976.

A handwritten signature in dark ink, appearing to read "S. W. Clarkson". The signature is cursive and somewhat stylized, with a large loop at the end.

S. W. Clarkson,
Chairman,
Civil Service Commission.

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Directory

Minister to whom the
Commission reports

Hon: J.A.C. Auld,
Chairman,
The Management Board
of Cabinet

Civil Service Commission

Chairman

S. W. Clarkson

Commissioners

W. Q. Macnee (to December
31, 1975)
E. M. McLellan
J. G. Parr
D. A. Crosbie
D. Sinclair
D. Scott

Executive Secretary

R. F. Green

Executive Secretary, Senior
Appointments and Compensation

J. A. Jackson

Executive Director, Personnel
Policy

H. Copland

Acting Director, Personnel
Policy (Staffing)

J. Clark

Director, Personnel Policy
(Terms of Service)

Manager, Broadbanding Project
Chief, Benefits

K. W. Skelton
H. D. Burt
E. Aboud

Executive Director, Personnel
Administration

R. K. D. Sachse

Director, General Services

S. Davidovich

Director, Personnel Audit

M. L. Jeffery

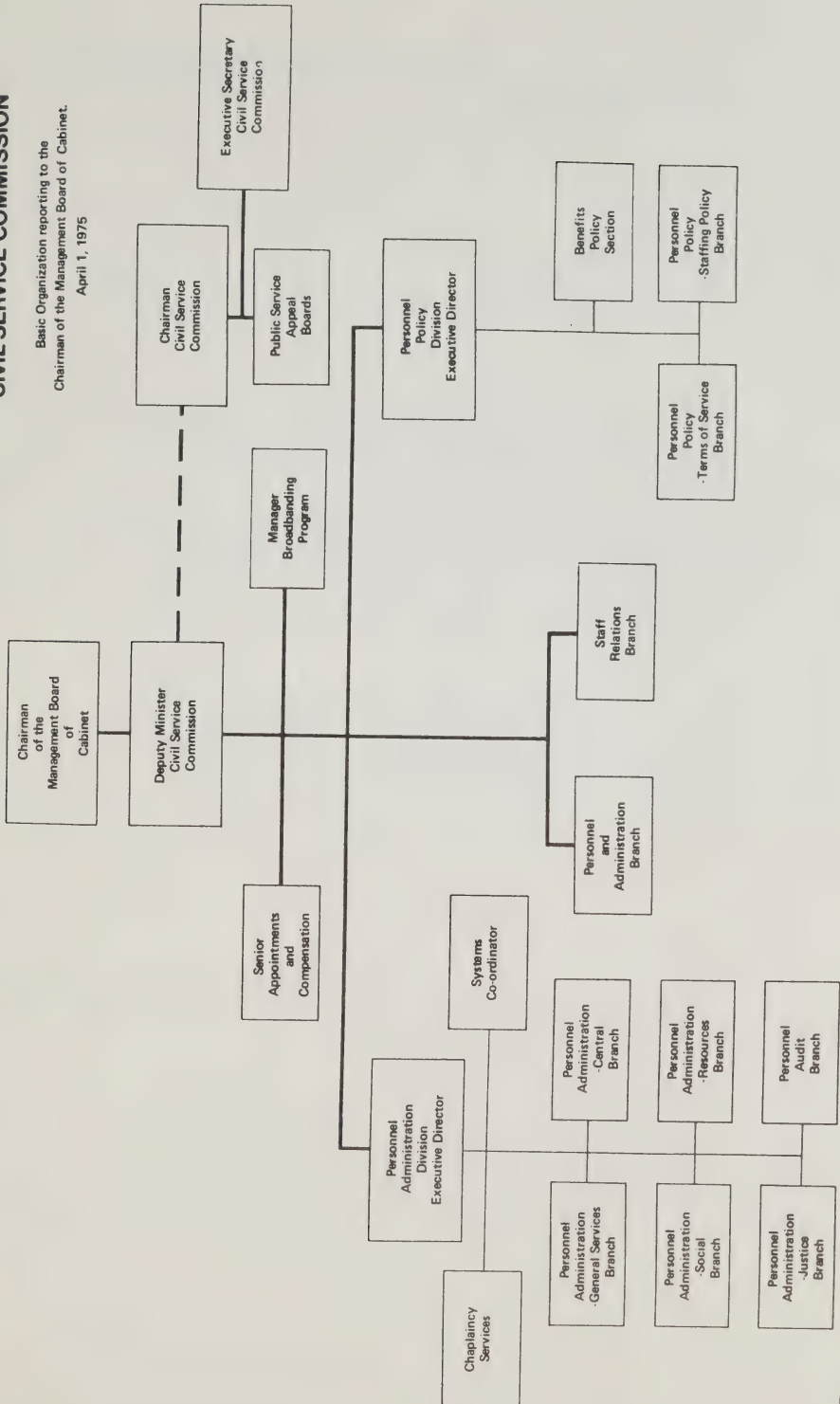
Director, Personnel Administration
(Social)

P. G. Schwindt

Director, Personnel Administration (Resources)	I. H. Jennings
Director, Personnel Administration (Justice)	N. E. Mealing
Acting Director, Personnel Administration (Central)	T. A. Dawes
Systems Co-ordinator	C. Bell
Co-ordinator of Chaplaincy Services	Dr. M. S. Flint
Director, Staff Relations	J. R. Scott
Director, Personnel and Administration	D. G. Airhart
Public Service Grievance Board	
Chairman	Professor R. Presgrave
Public Service Labour Relations Tribunal	
Chairman	Owen Shime
Grievance Settlement Board	
Chairman	Professor D. M. Beatty
Classification Rating Committee	
Chairman	Professor R. Presgrave
Secretary, Appeal Boards	H. F. Goss

CIVIL SERVICE COMMISSION

Basic Organization reporting to the
Chairman of the Management Board of Cabinet.
April 1, 1975



Introduction

This report covers the activities of the Civil Service Commission and its staff during the period April 1, 1975 to March 31, 1976.

The Civil Service Commission reports to the Legislature through the Chairman, Management Board of Cabinet, to whom the Commission is responsible for the administration of the Public Service Act and its Regulations.

The Commission also provides support to the Chairman, Management Board of Cabinet, in his responsibilities for the Crown Employees Collective Bargaining Act.

Commissioners' Activities

International Labour Organization

The Chairman, Mr. S. W. Clarkson, was named as one of the Canadian delegation to the technical conference on public service of the International Labour Organization in Geneva, Switzerland, during April 1975.

International Women's Year

One of the commissioners, Ms. E. M. McLellan, was nominated by the Premier of Ontario as liaison officer to the federal government in developing plans for the national observance by Canada of International Women's Year. Ms. McLellan was a member of the Canadian delegation to the United Nations conference for International Women's Year held during June of 1975 in Mexico City.

Quarter Century Club

The Quarter Century Club, composed of civil servants with 25 years or more service with the Ontario Government is administered by the Civil Service Commission. The club banquets are now held at eight locations throughout the province. The commissioners represent the government at each of these banquets to bring greetings and to answer questions.

Highlights of 1975/76

Treatment of Surplus Employees

As a result of the restraint program instituted in the mini-budget presented to the Legislature on July 7, 1975, the Civil Service Commission is considering means of dealing with the problems. Although the Public Service Act and its

Regulations make provision for release and layoff in the event of "shortage of work or funds or the abolition of a position or other material change in organization" the continued growth of the service in response to staffing requirements for new and expanded programs meant that these provisions had never been invoked. The commission and Management Board Secretariat are developing policies which will allow the reduction of staffs with the minimum of hardship to individual employees.

Affirmative Action

The Civil Service Commission co-operated with the executive co-ordinator, women's programs and with the Ontario Status of Women Council in various projects designed to bring International Women's Year and the entire program of affirmative action for women to the attention of all Ontario Government personnel. Through co-operation with the Ontario Public Service Employees Union, a jointly sponsored conference for women in the Ontario Public Service was arranged for April, 1976.

Part-Time Employment

With initiative from the women's programs division of the Ministry of Labour, the Civil Service Commission authorized a task force on part-time employment. The task force made an interim report in June, 1975 and a further report in January, 1976, at which time an experimental pilot project was approved. At the same time, an amendment to the regulations was recommended which will allow a deputy minister to designate certain managerial positions as regular part-time positions so that they may be open to persons who cannot work full time.

COGP Report # 6 (Utilization of Human Resources)

The Civil Service Commission during the year continued its efforts to translate the 47 recommendations into personnel policies, procedures and guidelines for use in the Ontario Public Service. By the end of the year this was completed for 35 of the recommendations. One of the key recommendations, the management compensation plan (broadbanding), has resulted in the approval of a number of new or revised classification groups.

Anti-Inflation Board Regulations

As a result of the federal government's rules against

inflation and the stated intention of the Ontario Government to co-operate in the fight against inflation, a salary freeze was instituted for the top levels of management in the Ontario Public Service. In accordance with Ontario's decision on restraint, an average of eight percent was placed on all salary adjustments. Revisions have been approved to management classes averaging 7.92 percent overall. Negotiations with the OPSEU are now in the arbitration stage and it is not known what settlement will eventually be made.

Superannuation Adjustment Benefits Act

Over the years the Ontario Government has made several adjustments in the Teachers' Superannuation Fund and Public Service Superannuation Fund pensions. During this year the Superannuation Adjustments Benefits Act was introduced to provide regular annual adjustments based on the consumer price index up to a maximum of eight percent. The cost of the fund is to be shared equally between employer and the employees.

Integrated Pay, Personnel and Employee Benefits Program (IPPEB)

The plan to integrate computer records of all pay, personnel and employee benefits transactions for all employees based in the Ministry of Government Services was further developed. The Civil Service Commission worked closely with the Ministry of Government Services to ensure that when it is completed the information requirements of the commission will be readily available.

Rental Charges for Employee Accommodation

As a result of a policy to levy rent for government-owned accommodation on the basis of fair market rental value, an assessment was carried out by the Ministry of Government Services, and a new rental charge was assigned to each accommodation unit. Ministries were advised of the charges and each occupant was given the right of appeal. The Civil Service Commission established a rental appeals committee to administer an appeals formula established with the co-operation of employing ministries. The commission approved several recommendations of the rental appeals committee, with the understanding that the guidelines of the Residential Premises Rent Review Act would apply.

Equal Pay for Equal Work

The Civil Service Commission has maintained a policy of equal pay where jobs performed are substantially equal. As a result, however, of amendments to the Employment Standards Act, it was found that certain job titles and hiring practices appeared to discriminate against women. During the year a task force was formed to remove sex-oriented job titles, the re-writing of position specifications, and the reclassification of some positions to ensure that regardless of sex, employees are compensated for the work they do.

Delegated Recruitment Project

During the year the commission delegated authority to ministries to recruit for positions within Metropolitan Toronto. This has been a co-operative venture and instruments of delegation have been signed with the majority of ministries. The Civil Service Commission is maintaining its central employment office where applicants may register, be tested for certain skills and be referred to interested ministries as potential employees.

Changes in Category Wage Structure

As a result of negotiations with the Ontario Public Service Employees Union, a new eight-category wage structure was agreed to, replacing the five-category structure which had existed for many years.

Crown Employees Collective Bargaining Amendment Act, 1975

This Act was given Royal Assent on February 14, 1975, but the Ontario Public Service Labour Relations Tribunal and the Grievance Settlement Board were not proclaimed until July 21, 1975, the former under the chairmanship of Mr. Owen Shime and the latter under the chairmanship of Professor D. M. Beatty. Since that time all matters affecting employees in the bargaining unit classes have been handled by the tribunal and the Grievance Settlement Board. The Public Service Grievance Board and the Classification Rating Committee will continue to handle appeals from employees in management excluded classes.

Senior Appointments and Compensation

The office of the executive secretary, senior appointments and compensation, provides administrative and policy support to the senior appointments advisory committee, and its related sub-committees. This involves the maintenance of the senior manpower planning inventory, the use of executive automobiles, the development of compensation recommendations including salaries and benefits and the development of executive development programs.

During March, 1975, the senior appointments advisory committee instituted a special study to identify female employees with potential for senior management and senior executive positions. Approximately 600 senior female employees were requested to provide a statement of career goals and perceived developmental needs. From the response to this request a "talent bank" was formed to ensure that qualified women employees are considered for every senior appointment.

As part of the restraint program the salaries of all senior executives were frozen at the 1974 levels until the beginning of 1977.

The executive secretary and his staff are continuing to study and assess various aspects of career development, manpower planning and compensation proposals to ensure the continued high standard of the executive structure in the Ontario Public Service.

Utilization of Human Resources (U.H.R.)

A committee, chaired by the executive director, management policy division of the Management Board Secretariat and composed of senior representatives from the user ministries acts as an advisory board to the chairman, Civil Service Commission. This committee provides an overview to the implementation of the 47 recommendations made by the Committee on Government Productivity (COGP) on the utilization of human resources which are the responsibility of the Civil Service Commission.

Work on implementation continued during the year and the conversion of the recommendations into suitable policies, procedures and guidelines, has been effected or proposed for 35 recommendations. These include: goal setting and review; development and assignment of senior managers through the establishment of senior appointments and advisory committees (SAAC); an inventory of senior staff and planned rotation within senior positions; output-oriented selection standards for broadbanded classes and the 'rule of three' in filling all jobs.

Other projects included a study of employee benefits recommended by C.O.G.P. resulting in the introduction of a pension plan tied to the cost of living; purchase of past public service pension credits; improved life and health insurance; a sick leave plan providing equitable coverage for all employees; variable work hours, where suitable.

Work began and will continue during the coming year on the 12 remaining UHR recommendations. Among these will be the establishment of a career advisory service in the Civil Service Commission to complement the information and social counselling service that has been developed in the Ministry of Government Services; the completion of the new management compensation plan (broadbanding) covering management and professional positions. This is a project of major dimensions covering management and professional positions in 54 occupational groups. Project work has been completed for some groups, and most of the technical work done on the others.

Broadbanding is scheduled for completion during 1976. As the broadbanding projects are completed it is proposed to initiate a true performance-related merit pay system for senior managers.

Staff Relations

The staff relations branch is responsible, on behalf of Management Board of Cabinet, for collective bargaining on pay, employee benefits, working conditions and all other negotiable items with the various employee organizations.

During the year the first agreement on working conditions was signed after arbitration and a protracted period of negotiation between the Ontario Public Service Employees Union and the Civil Service Commission.

Direct negotiations carried out by the branch resulted in reaching agreements on residence counsellors, Ontario Provincial Police (uniformed staff), Ontario Police College instructors and on employee benefits.

The branch assisted the colleges of applied arts and technology in reaching an agreement for the academic staffs. Branch officers also assisted in negotiations with the LCBO/LLBO and with the Ontario Housing Corporation (provincial unit) both of which were settled by arbitration.

The five-category wage structure of the civil service bargaining unit was reviewed with the Ontario Public Service Employees Union and resulted in a new eight-category structure as follows: administrative, clerical, general operational, institutional care and correctional, maintenance, office, scientific and professional and technical services.

Officers of the branch represented the government in various hearings before the Grievance Settlement Board and the Ontario Public Service Labour Relations Tribunal.

The pay research section of the branch conducted surveys on wages, salaries and working conditions in various industries and other public sector jurisdictions for positions comparable to those in the Ontario Public Service, and conducted surveys with the Federal Pay Research Bureau.

Public Service Appeal Boards

The appeal boards are a number of tribunals established under statutory authority to resolve labour relations disputes arising between the employer and employees in the Public Service of Ontario. Hearings of disputes are conducted by these agencies on a regular basis.

Employee Grievances

Up to mid-1975 grievances from employees and disputes filed by employee organizations were heard by the Public Service Grievance Board, established in late 1959 by regulations under the Public Service Act. In mid-1975 the Crown Employees Collective Bargaining Amendments Act was proclaimed and a newly created Grievance Settlement Board assumed the function of hearing and resolving grievances. By the end of the fiscal year the new board had heard 17 grievances.

While generally similar in function to its predecessor, the Grievance Settlement Board differs significantly in that it is a tripartite board. An equal number of panel members represent the bargaining unit employees and the employer.

The Public Service Grievance Board, now serving a reduced number of employees, continued to hear grievances of bargaining unit employees initiated prior to July 1975 and from eligible employees now excluded from collective bargaining units. It heard 37 grievances during the fiscal year. Employees in bargaining units of the colleges of applied arts and technology left the Public Service Grievance Board's jurisdiction in the summer of 1975 and are now subject to ad hoc arbitration.

The Public Service Classification Rating Committee no longer hears grievances from persons in bargaining units. Classification grievance arbitration now rests with the Grievance Settlement Board for all bargaining unit personnel.

Arbitration (Interests)

Formerly two tribunals resolved interests disputes by arbitration. Amendments to the Crown Employees Collective Bargaining Act resulted in discontinuing the Public Service Arbitration Board. Replacing it are ad hoc boards of arbitration appointed to deal with specific matters as they arise.

The Ontario Public Service Labour Relations Tribunal

The tribunal functions under and administers a large part of the Crown Employees Collective Bargaining Act. It determines representation rights of bargaining units; some activities of bargaining agents; inter-union jurisdictional disputes; and, in general, exists to ensure fair collective bargaining and arbitration between the employer and the employees and their organizations.

Personnel Policy Division

The executive director, personnel policy, is concerned with the development and presentation of policies for approval of the Civil Service Commission on all aspects of human resource management, including staffing, terms of service and benefits.

Staffing Policy Branch

This branch is concerned with the maintenance of standards for recruitment, staff development, training, manpower planning, goal setting and review and for developing new policies as required.

During the year the branch carried out studies on employment of the disadvantaged and regular part-time employment. Recommendations were made and regulations changed to allow part-time employment on a regular basis. Ministries have been encouraged to hire disadvantaged persons in jobs for which they can be trained.

In the area of training and development a feasibility study was conducted on the establishment of an assessment centre to identify and assess persons with management potential in the public service. As a result of this study, the commission decided not to initiate this project at the present time.

Terms of Service Branch

This branch is responsible for developing and maintaining policies, standards and procedures relating to classification of positions and determination of appropriate pay rates. This includes the development of government objectives to be achieved in negotiation with employee bargaining agents in consultation with staff relations branch and the determination of salary revisions for classes excluded from the bargaining unit.

A major involvement has been the application of the Anti-Inflation Act and its Regulations to the Ontario Public Service (see page 8).

Benefits Policy Section

The Superannuation Adjustment Benefits Act was introduced this year after discussions between the government and representatives of contributors to the Public Service Superannuation Fund and the Teachers' Superannuation Fund. This Act

provides for regular annual pension adjustments based on the increase in the consumer price index with a ceiling of eight percent. The cost of those adjustments is shared equally between the employer and the employees.

All contributors to the Teachers' Superannuation Fund and the Public Service Superannuation Fund, except those represented by the Ontario Public Service Employees Union (OPSEU), now participate in the Superannuation Adjustment Fund. As of March, 1976, OPSEU rejected participation on behalf of the public service bargaining unit.

So that employees are aware of the scope of their benefits program and the conditions under which they are entitled, the section launched an employee communications program. A special benefits supplement to the manual of administration was published which provides guidance to ministry personnel on such benefits as pensions, group insurance, and leaves of absence. Regular seminars were held for ministry personnel to discuss the implementation of benefits policy. Individual benefit status reports were sent to employees. Pamphlets were prepared to provide information on pensions and group insurance benefits and communications on specific issues were distributed with pay cheques. In addition, a series of articles on benefit subjects was prepared for topical, the semi-monthly newspaper published by the Civil Service Commission for all employees.

Personnel Administration Division

The executive director, personnel administration, is responsible for all aspects of personnel administration in dealing with ministry personnel branches. Responsibility encompasses the daily life of each public service employee from enrolment to superannuation, including training and development programs, the recording of attendance, promotions, salary adjustments, and all other administrative items.

Four personnel administration branches, corresponding to the policy field structure, carry out daily liaison with ministries. The audit branch implements investigations to ensure

compliance and uniformity in the administration of personnel policies. The general services branch provides training and development courses, operates the employment office and the French language school and provides service-wide employee information through two employee publications - topical and job mart.

During the year the division was heavily involved in the broadbanding project for management classes. The delegation of recruitment responsibility to ministries for positions within Metropolitan Toronto was completed for the majority of the ministries. The integrated Pay, Personnel and Employee Benefits (IPPEB) system consumed much of the division's time in preparing changes in records keeping.

Graduate Recruitment Section

This section co-ordinates the university, colleges of applied arts and technology (CAAT) and secondary school recruitment activities of the Ontario Public Service. Working with ministries the section determines ministry vacancies for university and CAAT graduates and arranges and co-ordinates on-campus recruitment, screening of applicants, information brochures and the maintenance of a graduate inventory system.

At the secondary school level, the focus is on information to guidance counsellors and provision of speakers and co-ordination of work week programs.

The section also co-ordinates the summer internship program which provides government experience for students and the administrative trainee program which provides rotational training opportunities for graduates interested in administration activities.

Systems and Procedures

The main activity of this section revolved around assistance for the establishment of Integrated Pay, Personnel and Employee Benefits (see page 9). The section developed and conducted IPPEB instructional courses for commission and ministry personnel and initiated the design of a central attendance recording sub-system for this project. Other activities concerned pay research data.

Personnel Audit

The personnel audit branch is responsible for ensuring that Civil Service Commission policies, directives and guidelines are applied uniformly throughout the Ontario Public Service. Through a planned schedule of visits to ministries, examination of records and spot-checking of particular procedures the branch is able to assure the chairman that uniformity is being maintained.

The branch undertakes special projects on behalf of the commission or at the request of a deputy minister.

Chaplaincy Services

Difficulties both within denominational churches and in the diverse government ministries employing chaplains have caused a decrease in the number of active chaplains and of those available to serve in such special ministries. A significant increase in lay volunteers from the churches was noted.

The ministries and services of training chaplains are now available through contractual relationships with training institutes rather than through ministerial employees. This process ensures more appropriate supervision of vital services, greater continuity and increased development in their coverage.

General Services

Staff Development

Approximately 95 central training programs were conducted to meet the service-wide needs of 2,114 public servants. Programs such as management by objectives, computer concepts, records management, creative problem solving, project management and fundamentals of government accounting were provided to ministries. Over 3,100 people used the residential training centre at Kempenfeldt Bay near Barrie. Costs of providing both training programs and residential facilities were charged back to the ministries using these services.

French Language Program

The French Language Program continued to offer continuous, intensive (cyclical) and extensive (day or evening) courses to provincial, municipal and federal employees. Classes were held in Toronto, Ottawa, Sudbury and North Bay. In the Ottawa-Carlton region, a special program fully financed by the Secretary of State was set up by the Language Bureau to teach French to a group of approximately 60 School Board administrators. A total of 164,363 people-hours of instruction were given during the years as follows:

French Language Program

Student Hours 1975/76

	Employees			
	Provincial	Municipal	Federal	Total
Toronto	28,102	-----	111,446	139,548
Ottawa	146	13,528	-----	13,674
Sudbury	2,301	7,523	-----	9,824
North Bay	1,317	-----	-----	1,317
	31,866	21,051	111,446	164,363

Communications and Publicity

The publication of topical, a semi-monthly, eight-page tabloid newspaper for Ontario Public Service employees and job mart, a four-page tabloid containing information about job openings within the service, continued to be the main activities of this section.

The communications and publicity section is responsible for creative services for other general services branches and co-ordination of external personnel advertising for all ministries. The production of the new employee kit, the office consolidation of the Public Service Act and the annual report are other major activities.

Employment Services Section

Between 600 and 700 citizens visited this office seeking employment; nearly 30,000 application forms were mailed or handed out and 5,000 applications for summer employment were supplied. Over 9,500 people were pre-screened, an increase of 27 percent over 1974, but fewer were referred for testing due to the lower vacancy rate and the government restraint program which meant, in effect, the freezing of external recruitment.

Over 1,900 vacancies were filled, a decrease of approximately 43 percent over 1974/75.

GO Temporary

This is a zero-budget, charge-back service which provides personnel to ministries requiring temporary assistance. Over 5,800 requests were filled at a salary cost of over seven million. Of the personnel used, approximately 70 percent were support staff, the remainder administrative, professional and technical personnel.

Community Funds

The community fund liaison office organized 34 Ontario Government United Community Fund campaigns throughout Ontario. The liaison officer made 43 visits to the various communities to assist in the organization of the Ontario Government employees campaigns. Two loaned executives were provided to the Metropolitan Toronto United Way for a period of 11 weeks each. The Canadian Red Cross Society blood donor clinics for Ontario Government employees were given staff support and a combined Ontario Government employees Cancer/Heart campaign in Metropolitan Toronto was conducted.

Staff Services

This section provides staff support and administrative services to the Quarter Century Club and other sections of the general services branch.

During the year a recreational travel service, already in operation for the Quarter Century Club, was offered to all government employees.

The club added Barrie and Burlington as sites for their annual banquets. Five hundred new members gained admission to the club, which now numbers 6,000.

Affirmative Action in the Civil Service

1975 was the Year of the Woman. The United Nations proclaimed International Women's Year and encouraged each member state to stimulate new initiatives and plans to advance the status of women all over the world.

The executive co-ordinator of women's programs was appointed by Premier Davis to liaise with the federal government on national plans for the International Women's Year. She was a member of the official Canadian delegation to the World Conference for IWY held in Mexico City in June, 1975 and organized the Ontario Government's program of activities in celebration of the IWY.

Most ministries and crown agencies sponsored special programs for IWY which affected women both as citizens and as employees. For example, the Ministry of the Environment produced a film "Women in the Environment" showing women working in environment-related careers. The Ministry of Government Services undertook a special project for women trainees interested in part-time employment in systems development and computer services division. The Ministries of Industry and Tourism and Treasury, Economics and Intergovernmental Affairs sponsored several noon-hour programs for employees. The Ministry of Revenue established a rotating library of books about women and installed them in each of the ministry's 64 regional offices as well as the head office.

Early in the fiscal year the commission arranged for senior women to complete a career summary and career goals information package whose purpose was to broaden the base of the senior inventory by adding more women. This was a large undertaking and is being followed up by the commission and the executive co-ordinator to ensure that those senior women who have identified themselves for line management progression will be automatically considered for vacancies and development. Women, at this time below the most senior levels, are in their ministry's inventory where the on-going affirmative action program will concern itself with their development and career progress.

During the summer months and early fall individual meetings were carried out with each deputy minister in order to obtain reaction to the affirmative action program and to incorporate any suggestions, and recommendations into future plans for the

program. One special meeting, which was co-sponsored by the Deputy Ministers and Personnel Councils, was devoted to the implementation phase of affirmative action in a time of constraint.

Discussion on affirmative action and its priority has been included in several courses offered by the staff development and training services of the commission, specifically the intermediate management course, senior management seminar and support staff seminar. Staff from the staff development and training services have assisted the program by participating in and helping in workshops and development programs offered by the Women Crown Employees office. They also supported the women's advisors task force on staff development and training.

Women employees were most interested in new benefit provisions, provided during the year. A day care counselling service was established with emphasis on locating satisfactory child care arrangements specially in the employee's community. This service is now part of the employee advisory centre in the Ministry of Government Services.

In July the Public Service Superannuation Act was changed so that a contributor on pregnancy leave now has a choice of maintaining contributions or not. Six weeks adoption leave is now available to both women and men.

Part-time employment with pro-rated pay and benefits and career advancement opportunities has been studied by the commission. As a result of this study, the first regular part-time employee in a classified position has been approved. Schedule 6 of the regulations has been amended to make way for this possibility. Other schedules have always provided for less than the regular 36½-hour work week. Career counselling information is always in demand by employees. A service is being established by the commission during the coming year.

In December 1975 the first annual report of the executive co-ordinator of women's programs on the status of women crown employees was presented to the Legislature by the chairman of the Management Board of Cabinet. This report documents the affirmative action activities since the program began and describes the occupational and salary distribution for men and women in the service. Each ministry is analyzed and a service-wide picture is drawn.

The report contained 25 recommendations which have been considered by Management Board. The response to these recommendations

was formulated by the Civil Service Commission and the commission will be taking action in a number of areas as recommended.

One such area is that of union-management co-operation in the planning and implementation of affirmative action projects. A joint meeting at the year end, sponsored by OPSEU and the government, entitled "Women in the OPS", was strongly supported by the chairman, commissioners and staff of the commission.

Civil Service Enrolment

<u>Justice Policy Field Ministries</u>	<u>Fiscal Year ending Mar. 31, 1974</u>	<u>Fiscal Year ending Mar. 31, 1975</u>	<u>Fiscal Year ending Mar. 31, 1976</u>
Attorney General	2,733	2,910	2,885
Consumer & Commercial Relations	1,703	1,725	1,690
Correctional Services	4,803	4,936	5,032
Solicitor General	<u>1,502</u>	<u>1,575</u>	<u>1,535</u>
	10,741	11,146	11,142

Resources Development Policy Field Ministries

Agriculture & Food	1,596	1,597	1,567
Energy	36	49	53
Environment	1,238	1,349	1,389
Industry & Tourism	467	501	481
Labour	684	733	705
Natural Resources	3,979	4,123	4,049
Ontario Development Corporation	167	187	189
Ontario Place Corporation	41	41	42
Transportation & Communications	<u>11,354</u>	<u>11,278</u>	<u>11,014</u>
	19,562	19,858	19,489

<u>Social Development Policy Field Ministries</u>	<u>1973-1974</u>	<u>1974-1975</u>	<u>1975-1976</u>
Colleges & Universities	651	699	602
Community & Social Services	1,698	8,212	8,203
Education	1,835	1,821	1,734
Health	21,326	14,406	13,269
Ontario Science Centre	191	187	174
Culture & Recreation	<u>-</u>	<u>-</u>	<u>338</u>
	25,701	25,325	24,320
 <u>Policy Implementation Ministries</u>			
Cabinet Office	71	40	30
Civil Service Commission	190	197	186
Government Services	2,767	3,054	2,932
Justice Policy Secretariat	-	10	10
Management Board of Cabinet	59	74	76
Office of the Premier	41	40	35
Housing	98	226	265
Ontario Housing Corporation	637	661	607
Resources Policy Secretariat	-	12	14
Revenue	3,745	3,942	3,786
Social Policy Secretariat	-	18	22
Treasury, Economics and Intergovernmental Affairs	<u>640</u>	<u>698</u>	<u>656</u>
	8,248	8,972	8,619
<u>TOTAL SERVICE</u>	64,252	65,301	63,570
 Provincial Auditor			
Lieutenant Governor's Office	70	62	59
O.P.P. Uniformed Staff	3	3	3
Environmental Plant Operators	3,863	3,947	4,086
	<u>446</u>	<u>476</u>	<u>507</u>
	68,634	69,789	68,225

Distribution of Total Service

Includes Provincial Auditor, Lieutenant Governor, O.P.P. uniformed staff, Environmental Plant Operators.

<u>By Age Intervals</u>	<u>1973-74</u>	<u>1974-75</u>	<u>1975-76</u>
Under 25	7,401	9,200	5,664
25-34	20,061	20,283	20,760
35-44	13,738	14,020	14,238
45 & Over	<u>27,434</u>	<u>26,286</u>	<u>27,563</u>
TOTAL	68,634	69,789	68,225

By Staff Type

Regular	57,941	58,913	61,847
Probationary	<u>10,693</u>	<u>10,876</u>	<u>6,378</u>
TOTAL	68,634	69,789	68,225

By Sex

Males	42,640	43,047	42,322
Females	<u>25,994</u>	<u>26,742</u>	<u>25,903</u>
TOTAL	68,634	69,789	68,225

Distribution of Total Service (Cont'd)

<u>By Salary Intervals</u>	<u>1973-74</u>	<u>1974-75</u>	<u>1975-76</u>
Under - 7,000	12,053	1,842	842
7,000 - 9,999	31,055	23,853	22,071
10,000 & Over	25,526	-	-
10,000-14,999	-	33,096	29,079
15,000-19,999	-	6,558	10,716
20,000-24,999	-	* 2,596	3,153
25,000-29,999	-	* 1,190	1,455
30,000-31,999	-	* 221	355
32,000 & Over	<u>-</u>	<u>* 433</u>	<u>554</u>
TOTAL	68,634	69,789	68,225

* Figures as indicated not broken down in previous years.

By Year of Appointment

1976	-	-	139
1975	-	1,027	5,069
1974	1,168	8,226	7,112
1973	7,433	6,314	5,523
1972	6,514	5,484	4,885
1971	5,482	4,692	4,235
1970	5,584	4,849	4,460
1969	4,515	4,018	3,720
1968 & Before	<u>37,938</u>	<u>35,179</u>	<u>33,082</u>
TOTAL	68,634	69,789	68,225

Distribution of Total Staff Groups

AS OF MARCH 31, 1976

A. By Age and Salary Groups

SALARY	UNDER 25	25-34	35-44	45-54	55-64	65 & OVER
Under 7,000	.83%	.23%	.08%	.06%	.03%	.00%
7,000 - 9,000	5.08%	10.37%	5.04%	5.60%	5.60%	.56%
10,000-14,999	2.22%	13.58%	8.84%	9.30%	8.16%	.45%
15,000-19,999	.07%	5.13%	4.50%	3.56%	2.38%	.14%
20,000-24,999	.00%	.74%	1.40%	1.53%	.90%	.05%
25,000-29,999		.19%	.63%	.77%	.53%	.02%
30,000-31,999		.03%	.14%	.22%	.13%	.00%
32,000 & OVER		.02%	.22%	.33%	.22%	.02%
Percentage	8.30%	30.43%	20.87%	21.34%	17.96%	1.10%

B. By Sex and Salary Groups *

	Total	Under 7,000	7,000-9,999	10,000-14,999	15,000-19,999	20,000-24,999	25,000-29,999	30,000-31,999	OVER 32,000
Males	42,322	91	6,376	21,115	9,628	2,909	1,343	327	533
Females	25,903	751	15,695	7,964	1,088	244	112	28	21
Total									
Numbers	68,225	842	22,071	29,079	10,716	3,153	1,455	355	554
Percentage	100%	1.2%	32.3%	42.6%	15.7%	4.7%	2.2%	0.5%	0.8%

* Includes Provincial Auditor, Lieutenant Governor's Office, OPP Uniformed Staff and Environmental Plant Operators. (4655)

Appointments to the Classified Staff

A. By Age Intervals

	<u>1973-74</u>	<u>1974-75</u>	<u>1975-76</u>
Under 25	3,655	3,960	2,426
25 - 34	3,283	3,328	2,177
35 - 44	1,323	1,372	710
45 and Over	<u>1,393</u>	<u>1,190</u>	<u>625</u>
TOTAL	9,654	9,850	5,938

B. By Salary Intervals

Under 7,000	4,929	3,557	1,147
7,000 - 9,999	3,526	4,162	2,382
10,000 and Over	<u>1,199</u>	<u>2,131</u>	<u>*2,409</u>
TOTAL	9,654	9,850	5,938

* 2409 includes 2021 between 10,000 - 14,999; 265 between 15,000 and 19,999; 76 between 20,000 and 24,999; 25 between 25,000 and 29,999; 22 over 30,000

Separations from the Classified Staff

A. By Age Intervals

	<u>1973-74</u>	<u>1974-75</u>	<u>1975-76</u>
Under 25	2,387	2,367	1,699
25 - 34	3,131	3,164	2,941
35 - 44	1,040	1,101	893
45 and over	<u>2,530</u>	<u>2,307</u>	<u>2,202</u>
TOTAL	9,088	8,939	7,735

B. By Salary Intervals

Under 7,000	3,607	1,914	589
7,000 - 9,999	3,690	4,634	3,443
10,000 and Over	<u>1,791</u>	<u>2,391</u>	<u>3,703</u> *
TOTAL	9,088	8,939	7,735

* 3703 includes 2,841 between 10,000 and 14,999; 546 between 15,000 and 19,999; 173 between 20,000 and 24,999; 93 between 25,000 and 29,999 and 50 over 30,000.

C. By Years of Service

1 year or less	1,184	1,636	1,063
2 years or less	1,930	1,635	1,727
3 years or less	1,083	1,030	915
4 years or less	927	719	636
5 years or less	588	686	466
5 years or over	<u>3,376</u>	<u>3,233</u>	<u>2,928</u>
TOTAL	9,088	8,939	7,735

Classified Service Appointments by Staff Type & Sex

	1973-74			1974-75			1975-76		
	<u>Males</u>	<u>Females</u>	<u>Total</u>	<u>Males</u>	<u>Females</u>	<u>Total</u>	<u>Males</u>	<u>Females</u>	<u>Total</u>
New Employees	3,323	3,282	6,605	3,175	3,666	6,841	1,741	2,158	3,899
Re-hires	338	636	974	501	969	1,470	426	731	1,157
Transfers from									
Unclassified	1,374	701	2,075	941	598	1,539	564	318	882
TOTAL	5,035	4,619	9,654	4,617	5,233	9,850	2,731	3,207	5,938

Separation by Reason and Sex

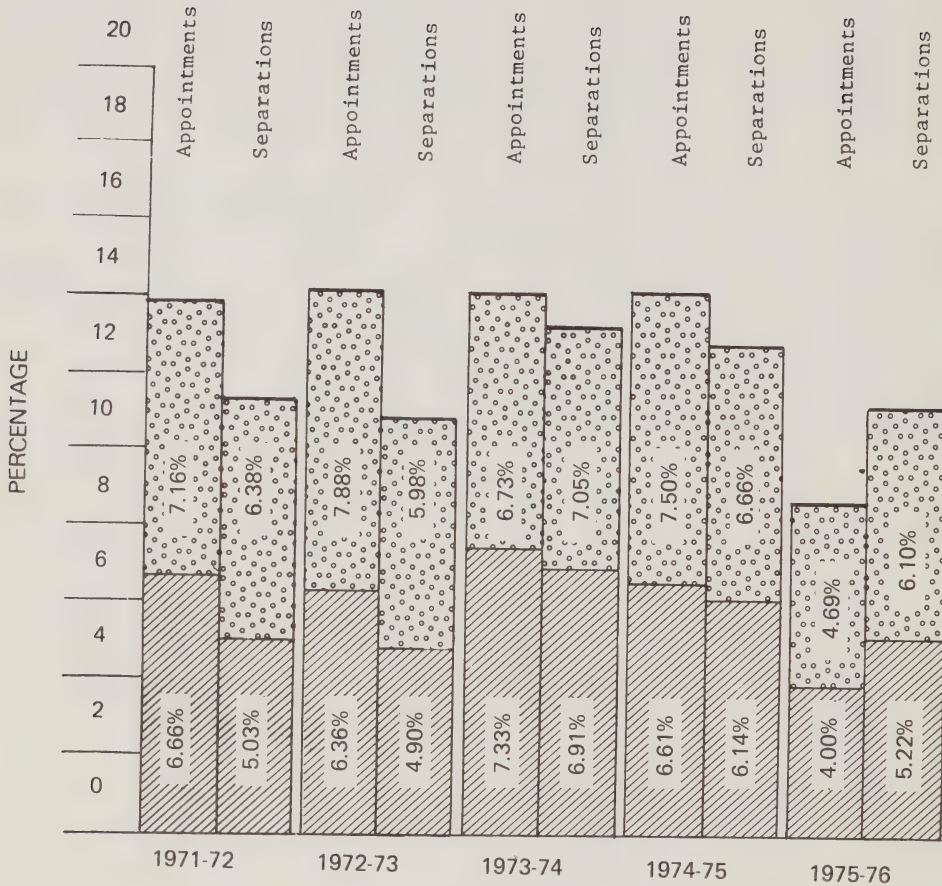
	<u>Males</u>	<u>Females</u>	<u>Total</u>	<u>Males</u>	<u>Females</u>	<u>Total</u>	<u>Males</u>	<u>Females</u>	<u>Total</u>
Resignation	2,870	4,128	6,998	3,071	4,008	7,079	2,105	3,317	5,422
Dismissal	216	163	379	185	109	294	138	104	242
Superannuation	554	223	777						
Retirement	372	278	650	*777	437	1,214	**1,032	655	1,687
Death	205	41	246	157	37	194	225	43	268
Transfer to another Public Service Juris- diction	35	3	38	100	58	158	70	46	116
TOTAL	4,252	4,836	9,088	4,290	4,649	8,939	3,570	4,165	7,735

* Includes Retirement and Superannuates

** Includes early Retirement

Annual Turnover Report

1971-72 through 1975-76



As at the 31st of March each year.

New appointments to the Civil Service and Separations from the Civil Service, as a percentage of total enrolment.

Females



Males





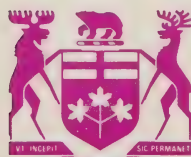
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ANNUAL REPORT

CIVIL SERVICE COMMISSION

1976-77



Ontario

ERRATUM

D. Sinclair, a Civil Service Commissioner,
was inadvertently omitted from the list of
members, page 3

printed by order of the
Legislative Assembly
of Ontario

Sessional paper
No. 35



CIVIL SERVICE
COMMISSION

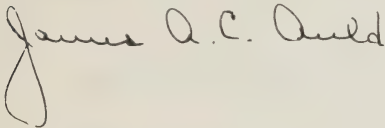
Annual Report
1976/77



Her Honour,
The Lieutenant Governor of
the Province of Ontario.

May it please your Honour:

The undersigned respectfully presents the
annual report of the Civil Service Commission
of Ontario for the twelve-month period ended
March 31, 1977.

A handwritten signature in dark ink, appearing to read "James A.C. Auld". The signature is fluid and cursive, with a large loop at the end of the last name.

J. A. C. Auld,
Chairman,
The Management Board of Cabinet

The Honourable J. A. C. Auld,
Chairman,
The Management Board of Cabinet

Sir:

I am pleased to forward to you the annual
report of the Civil Service Commission for the
twelve-month period ended March 31, 1977.

A handwritten signature in dark ink, appearing to read "S W Clarkson". The signature is cursive and somewhat stylized, with the first letters of the first and last names being prominent.

S. W. Clarkson,
Chairman,
Civil Service Commission

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Directory

Minister to whom the
Commission reports

The Honourable James A. C. Auld
Chairman
The Management Board of Cabinet

Civil Service Commission

Chairman

S. W. Clarkson

Commissioners

E. M. McLellan
J. G. Parr
D. A. Crosbie
D. Scott (to July 15, 1976)
A. M. Kemp (from October 20, 1976)

Executive Secretary

R. F. Green

Civil Service Commission Staff

Executive Director, Staff
Relations Division

J. R. Scott

Executive Director, Staffing
Division

R. K. D. Sachse

- Director, Staffing Control
Branch

N. E. Mealing

- Director, Staffing Services
Branch

T. A. Dawes

- Director, Staff Training
and Development

S. Davidovich

Executive Director,
Compensation Division

J. A. Jackson

- Director, Pay Policy and
Administration Branch

K. W. Skelton

- Director, Classification
Branch

H. D. Burt

- Director, Benefits Policy
Branch

E. Aboud

Executive Secretary, Senior
Appointments and Compensation

J. B. Hansen

Director, Personnel Audit
Branch

P. G. Schwindt

Director, Administration
Branch

I. H. Jennings

Chairman, Public Service Grievance
Board

Professor R. Presgrave

Chairman, Classification Rating
Committee

Professor R. Presgrave

Chairman, Public Service Labour
Relations Tribunal

Owen Shime, Q.C.

Chairman, Grievance Settlement
Board

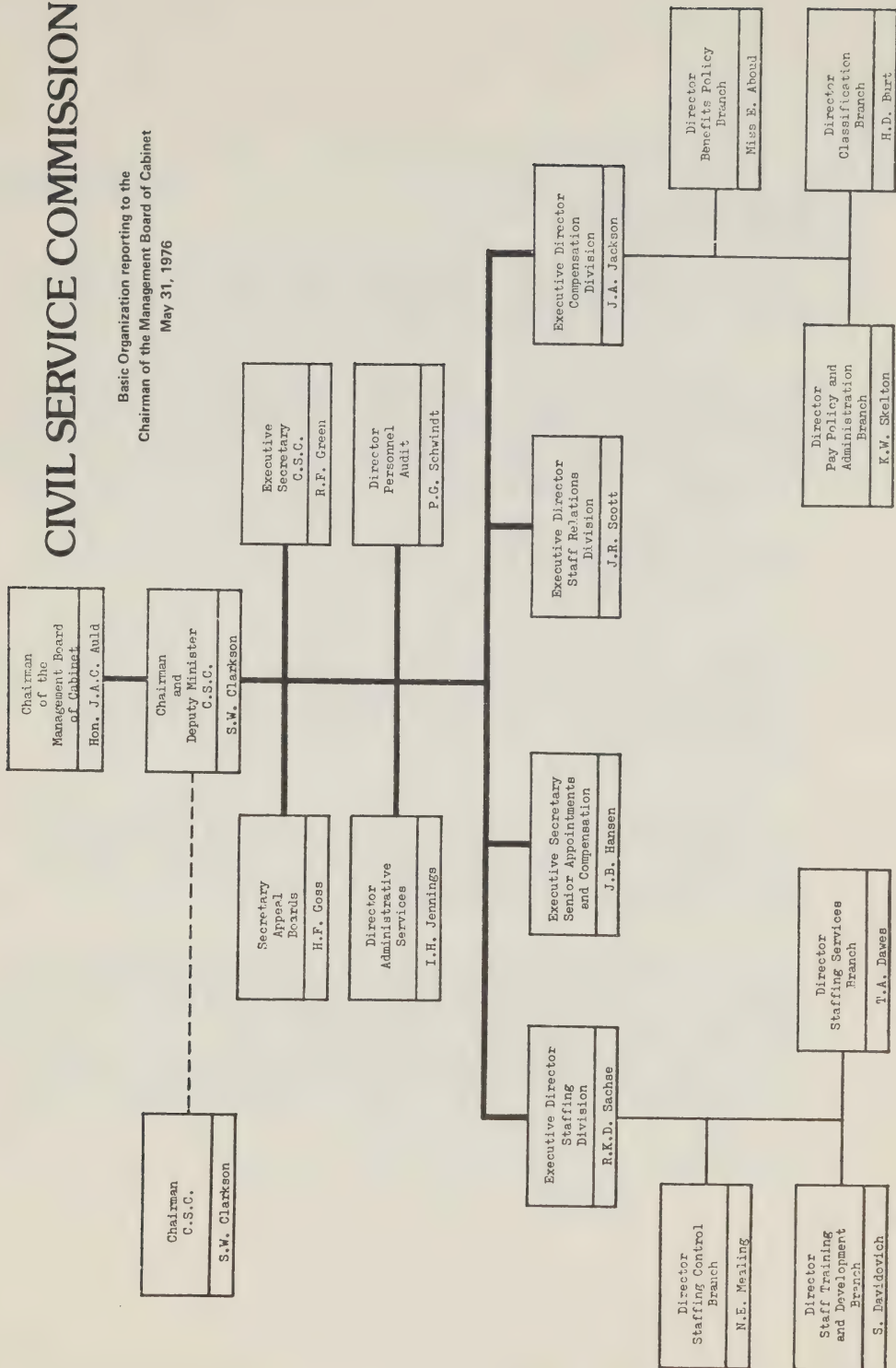
Professor D. M. Beatty

Secretary, Appeal Boards, and
Registrar, Tribunals

H. F. Goss

CIVIL SERVICE COMMISSION

Basic Organization reporting to the
Chairman of the Management Board of Cabinet
May 31, 1976



Introduction

This report covers the activities of the Civil Service Commission and its staff during the fiscal year April 1, 1976 to March 31, 1977.

The Civil Service Commission reports to the Legislature through the Chairman, Management Board of Cabinet, to whom the commission is responsible for the administration of the Public Service Act and its Regulations. The Chairman, Civil Service Commission acts as advisor to the Chairman, Management Board, on all personnel matters.

The commission also provides support to the Chairman, Management Board of Cabinet, in his responsibilities for the Crown Employees Collective Bargaining Act.

In July, 1976, the commissioners regretfully accepted the resignation of Ms. Donna Scott, the first commissioner appointed from outside the Ontario Public Service. She was replaced as member from the business community by Mrs. Anne Kemp, Manager, Manpower Planning, Consumers' Gas Company. Mrs. Kemp assumed her duties October 20, 1976.

The commissioners attended 28 formal meetings of the commission during the year. Individual commissioners represented the commission at various functions, notably the Quarter Century Club banquets held throughout the province during the autumn months.

During the year, the commissioners delegated a series of routine matters that require commission authorization to the chairman on the understanding that copies of all delegated authorizations would be circulated for information to the commissioners after the fact. This innovation has allowed the commissioners greater scope for discussion on topics of wider significance to the service as a whole.

General Policy

The main thrust of the management of the Civil Service Commission over the past four years has been to provide each ministry with authority to make decisions affecting their employees in accordance with good management practices. This is in line with the recommendations of the Committee on Government Productivity and has resulted in a systematic and progressive delegation of responsibility from the commission to individual ministries in the fields of classification, recruitment and training. The commission is providing and will continue to provide guidelines for ministries. Uniformity of classification throughout the service will be ensured by a system where key positions are classified by commission staff. The application of staffing practices will be ensured by a training and monitoring program, which will operate on a continuous basis throughout the ministries.

As the commission staff divested itself of the decision-making authority in respect to the day-to-day staffing and classification functions, which formerly consumed a large proportion of their time and effort, it became apparent that the organization would have to be altered. A new organization was developed, approved and implemented during 1976. The major changes involved the realignment of the staff into three divisions - compensation division, staffing division and staff relations division. The former personnel policy division and the personnel administration division disappeared, together with the previous alignment of administration branches with policy fields. Under the new organization, ministries deal with each division on matters affecting that division.

The new organization includes, in addition to the three divisions, the executive secretary, Civil Service Commission (who also functions as executive assistant to the Chairman); the executive secretary, senior appointments and compensation, who administers the senior list and acts as secretary of the senior appointments advisory committee; a personnel audit branch, reporting to the Chairman, and an administration branch. This last organization draws together under one head such disparate responsibilities, among others, as co-ordinator of chaplaincy services, the personnel office, the systems co-ordinator, the program analysis and budget control section and the co-ordinator, women's programs.

Highlights of 1976/77

The Restraint Program and Manpower Control Policy

The problems of surplus staff, mentioned in the 1975/76 report, continued to occupy a large proportion of the energies of the commission and its staff. Measures restricting internal competitions and the restricted hiring of unclassified staff (Chairman of Management Board memorandum, March 25, 1976) began to alleviate the situation. While the service complement was reduced by about 3,000 places in the year between June, 1975 and June, 1976, the actual numbers released were only 225. The program is continuing.

In co-operation with Management Board Secretariat, the commission staff has developed a new manpower control policy together with a new manpower accounting system. This system will provide greater flexibility to ministries to apportion their salary allocations among classified, unclassified and crown employees within limits imposed by the total salary allocation. It is anticipated that this new system will be completely in place during 1977/78.

Executive Courses

During the year the commission, with the advice and assistance of an advisory committee composed of managers from line ministries, developed and implemented a course for recently appointed branch directors. This course is designed to increase operating efficiency and to stimulate and develop awareness of corporate issues and perspectives. Three of these courses were conducted during the year with the participation and training of 70 recently appointed branch directors.

The Senior Officers Seminar, designed for present and prospective senior executives, was repeated with marked success during the year with participation by 21 executives.

A co-operative venture between the federal government and Ontario, was instituted by a formal agreement between the Chairman of the Public Service Commission of Canada and the Ontario Civil Service Commission to conduct a series of seminars designed to meet the developmental needs of senior officials in both jurisdictions. The program, directed by a committee of six senior executives from the two governments, has already offered two seminars for 30 senior officials from each government to promote greater understanding and co-operation among the participants.

Integrated Pay, Personnel and Employee Benefits Program (IPPEB)

The integration of computer records for all pay, personnel and employee benefits was completed during this fiscal year by the Ministry of Government Services with the co-operation of the Civil Service Commission.

With the conversion to the IPPEB system, the Civil Service Commission decentralized to ministries the official employee files. This involved the integration of the official commission file on each employee with the personnel files maintained in the ministries. The work was carried out with assistance from 96 students hired under the Ontario Government Experience '76 program.

The integrated files now maintained by each of the ministries are still the responsibility of the Civil Service Commission and may be recalled or consulted as required by commission staff.

Affirmative Action

The Civil Service Commission continued its support of the affirmative action program. Although Commissioner Ethel McLellan has left the position of executive co-ordinator, women's programs, she has continued as a member of the Civil Service Commission. Ms. Gerry Walshe, co-ordinator, affirmative action for the commission staff, headed the Affirmative Action Council during the year. The progress on affirmative action will be discussed more fully on page 19.

Public Service Appeal Boards

During the year the two tribunals established under the Crown Employees Collective Bargaining Act began active operation.

The Ontario Public Service Labour Relations Tribunal, under the chairmanship of Owen Shime, held 15 sittings with employer/employee disputes centering around: inclusion or exclusion from bargaining units; payment of union dues; the status of temporary employees, and the mediation and arbitration of matters subject to negotiations.

The Grievance Settlement Board, under the chairmanship of Professor David Beatty, held its first full year of board hearings involving ministries of the Ontario Government, the Ontario Liquor Control and Liquor Licence Boards, Ontario Housing Corporation and the Workmen's Compensation Board. Evidence and arguments from parties involved were heard regarding alleged violations of collective agreements and statutory provisions, alleged excessive penalties or unjust dismissal. Several benchmark decisions were handed down.

The Public Service Grievance Board and the Classification Rating Committee, under the chairmanship of Professor Presgrave, continued to deal with grievances from those not in the bargaining unit. The Classification Rating Committee heard only one complaint due to the restructured area of jurisdiction and to the delegation of classification decision-making to individual ministries.

Credentialism

The commission heard proposals regarding the necessity to examine all class and staffing standards and group definitions, to ensure that no unnecessary formal academic qualifications were included. It was agreed to pursue this question in concert with a study on credentialism being carried out under the aegis of the Provincial Secretary for Social Development. The objective will be to ensure that formal qualifications are listed only when necessary by statute, or by a self-governing professional organization.

Equal Pay for Equal Work

During the year, the Civil Service Commission maintained its policy of equal pay where jobs performed are substantially equal. Work was completed by the task force set up to remove sex-oriented job titles and specifications. Advertisements for job openings in the public service state that the position is open to both men and women.

Broadbanding Project

The broadbanding project is one of the major commitments of the Civil Service Commission under the Utilization of Human Resources Report by the Committee on Government Productivity. This is basically a program of consolidation of 730 classes and the simplification of the pay structure for management and professional employees.

The objective of the broadbanding program is to limit and, where possible, to reduce the number of present classifications and to provide a more rational pay structure. To do this, the management classification structure has been divided into five modules - administrative, professional, technical, clerical and operational, thus providing the base for class consolidation. This structure is further subdivided into 54 occupationally-based groups on the principle of a common or closely related skill base and a logical affinity of existing classes to the functions of the group as a whole. In conjunction with this broadbanding classification simplification, the pay structure applying to each module has been also substantially simplified on the prime basis of significant differences in job difficulty.

The major portion of the technical work for these new standards has been completed. For the groups which have been promulgated, ministries have commenced reclassifying management positions to the new management compensation plan structure.

Community Liaison

Through its liaison officer, Wilf Foster, the Civil Service Commission assisted in organizing 35 Ontario Government Employee United Community Fund campaigns. An in-service United Way office was established in the Macdonald Block to provide service to campaign executives and the chairmen/women for the various ministries and other government agencies. A loaned executive was provided to the Metropolitan Toronto United Way campaign for a 13-week period.

This liaison section co-ordinated Red Cross blood donor clinics and a combined Cancer/Heart campaign in Metropolitan Toronto during the year.

Staff Relations Division

The responsibilities of staff relations division include all negotiations, on behalf of Management Board, to reach agreement with employee organizations through collective bargaining on levels of pay, employee benefits and other conditions of employment for the Ontario Public Service. In addition, it provides advice and assistance to ministries in preparation and presentation of grievances before the Grievance Settlement Board. It represents the government in hearings before the Ontario Public Service Labour Relations Tribunal. It develops and maintains procedures to ensure uniform standards throughout the public service in administration of collective agreements and other staff relations matters. The division also acts as advisor to crown agencies to ensure an appropriate co-ordination with the public service in staff relations matters.

The pay research section of the division collects and analyses data from external sources on all matters of compensation and conditions of employment to enable an appropriate bargaining stance to be developed.

During the year, agreement was obtained in direct negotiations on employee benefits and on salary levels for the eight salary categories. Negotiations are at present proceeding in respect to working conditions and classification and job evaluation systems. The division is involved in assisting the colleges of applied arts and technology, the Ontario Housing Corporation and the Niagara Parks Commission.

The pay research section has surveyed industrial organizations and other governments during the year to obtain data on wages, salaries and conditions of employment. They have also been involved in preparing submissions on appeals to the Anti-Inflation Board, both for the public service and other crown agencies.

Staffing Division

The staffing division comprises three branches - staffing control branch, staffing services branch, and staff training and development branch.

Staffing Control Branch

This branch develops and administers policies, standards and procedures to control staffing activities within the Ontario Public Service. It administers the complement control system and ensures that planned staff reductions have been carried out with the minimum of disruption of service to the public and the least possible inconvenience to employees in the service. As a result of the orderly application of this objective, the service complement was reduced by about 3,000 positions with a maximum of 225 actual terminations. Through its staffing section, the branch monitors competitions, conducts staffing training sessions and develops staffing procedures, including forms design.

Staffing Services Branch

The objective of this branch is the effective use of human resources in accordance with government aims and the needs of the ministries.

Human resources planning includes a service-wide career development program and a central career counselling service. A manpower planning committee arranged inter-ministry development exchanges involving 20 professional personnel administrators and identified the need for a similar program for information/communications personnel. The career counselling unit provided guidance to over 100 personnel in its first six months of operation.

The branch operates an employment services unit to receive applications, assess suitability and maintain a resources bank, as well as test applicants for clerical typing and stenographic positions. The GO Temporary program provides a voluntary staffing service on a charge-back basis to ministries, boards and agencies of the Ontario Government.

The graduate recruitment and special staffing section co-ordinates a service designed to meet present and future needs for university, college and high school graduates. It also develops policies, procedures and guidelines for part-time employment and for the application of equal opportunity regardless of race, sex, colour or creed.

Staff Training and Development Branch

This branch provides staff training courses both in Toronto and throughout the province as well as at the Staff Development Centre, Kempenfeldt Bay. It operates the French Language Training School and maintains the Civil Service Commission library.

During the year 115 courses were offered by the Toronto-based staff with over 2,100 participants. The centre at Kempenfeldt Bay catered to over 3,300 in courses and seminars. The residential accommodation of 70 persons had an occupancy rate of over 72%.

The French language training program continued to offer full-time day courses and part-time evening courses to provincial, municipal and federal employees. Courses were offered at: Toronto, 10,400 teaching hours; Ottawa, 800 teaching hours; Sudbury, 6,000 teaching hours, and North Bay, 800 teaching hours.

Since about 80% of the day-time intensive program was devoted to federal civil servants, a new agreement was made with the federal government to have the day program operated by the federal government with provincial and municipal employees as students, while the province continued to operate the evening program. This change was made effective November 1, 1976.

Compensation Division

The compensation division is headed by an executive director with three branches: pay policy and administration branch; classification branch; benefits policy and administration branch. This division was formed on reorganization with elements from the former policy division and the former administration branches.

Pay Policy and Administration Branch

This branch was established to provide a planned and systematic approach to pay determination in the Ontario Public Service in the face of a rapidly escalating payroll; the need for control on expenditure; the effect of inflation on salaries in the public sector; the problems of salary compression and the increased bargaining pressures.

The branch maintains master pay and class records, compiles the pay and class input for the IPPEB computer system and is the focal point for the application of the controls established by the Anti-Inflation Board.

Classification Branch

This branch has the responsibility for developing classification policies and standards and for classification of positions not delegated to ministries. It is responsible for the broadbanding project for all management classes, for negotiating the classification system for bargaining unit employees, and for training personnel to carry out compensation duties in the ministries and the commission staff.

During the year, the branch continued work on the broadbanding project and established pilot projects for overhaul needs and methodology for class standards for bargaining unit positions. The process of delegation to ministries of all but key position classification is continuing.

Benefits Policy Branch

This branch is responsible for recommending benefits policy, for implementing established policy and for communicating to Ontario public servants information on benefits to which they are entitled.

During the year, the branch initiated the establishment of a pension review committee, composed of employer and employee representatives. To assist in this area, a section was established to co-ordinate pension and related group insurance benefits in consultation with government actuaries and the Ministry of Treasury, Economics and Intergovernmental Affairs. A major project has been the development of guidelines to evaluate pension plans.

Senior Appointments and Compensation

This function provides administrative and policy support services to the senior appointments advisory committee and its related senior manpower planning sub-committees in the areas of executive staffing, classification, compensation and development.

During 1976/77, the office was involved in the appointment of 112 individuals to executive positions. In most cases, suitable candidates were identified through a search of the senior manpower inventory. In others, a selection was made through the process of open competition.

In order to assist executives in taking a more active role in planning and developing their own careers, the staffing process was changed in early 1977 to include service-wide announcements of all executive vacancies through the medium of topical/job mart. A major update of the inventory was initiated to provide current and relevant data on some 850 individuals. This data base is crucial to the development of manpower plans that meet both the government's need for competent executives and individuals' career plans and aspirations. In the area of executive compensation, studies were carried out in such matters as fringe benefits packages merit pay plans and the impact of Anti-Inflation Board Regulations on the senior compensation plan.

Personnel Audit

This branch is responsible for maintaining a continuing internal audit of the application of those personnel administration requirements in the Ontario Public Service for which the Civil Service Commission has responsibility or for which it shares responsibility with ministries.

The branch provides objective appraisals on the application of personnel administration for Civil Service Commission management and the ministries. Through its findings and recommendations, it provides a basis for corrective action, when required, such as: more effective controls; new or revised policies or improvements in staff training.

Administrative Services

This area provides a variety of internal support services to the operating units of the Civil Service Commission staff, including personnel services, affirmative action co-ordination, program analysis, systems co-ordination, communications and publicity, maintenance of personnel records, production and editing of the personnel portions of the Manual of Administration. The branch serves as a focal point for co-ordination of accounting and administrative services provided by the accounts and office services branch of the Ministry of Treasury, Economics and Intergovernmental Affairs.

The branch is also responsible for providing certain services on behalf of the Civil Service Commission: chaplaincy co-ordination; co-ordination of Cancer, Heart and United Appeals and blood donor clinics; administration of the Quarter Century Club; production of employee communications, topical and job mart, and processing to the external media of job opportunities in the Ontario Public Service.

Chaplaincy Services

The interdepartmental committee on chaplaincy met regularly during the year with the Ontario provincial interfaith committee on chaplaincy and a progressively co-operative management of the chaplaincy services is being achieved. Recently a conference attended by administrators of government institutions employing chaplains, senior church leaders and the chaplains themselves, shared views on mutual problems and concerns with respect to the service. The goal that chaplaincy services would be the mutual concern and responsibility of the government and the churches of Ontario is thus approaching fulfilment.

topical and job mart

The Civil Service Commission continues to provide a service-wide news and publicity information facility through topical and job mart, which are published on alternate Fridays throughout the year.

Quarter Century Club

The Ontario Public Service Quarter Century Club, composed of serving and retired members of the Ontario Public Service with at least 25 years' service, continued to expand its activities during the year. The Civil Service Commission continued to provide staff support and administrative service to the club, which now numbers over 6,300 members.

Banquets were hosted by the government for members and their spouses at 10 locations. To ensure that as many members as possible were given the opportunity to attend one of these functions, Northern Ontario centres selected for banquets included - Kenora, Thunder Bay, Sudbury and Timmins. Other locations were Burlington, London, Barrie, Peterborough, Smiths Falls and Toronto.

Affirmative Action in the Civil Service

Working in close conjunction with the Chairman, commissioners and staff of the Civil Service Commission, the executive co-ordinator of women's programs and the women crown employee office (WCEO) moved closer to consolidating effective career programs for women through a series of seminars, courses and policy proposals in the fiscal year 1976/77.

In January, the WCEO and the commission jointly sponsored a pilot course, "Women Into Management", for women considering a career move into management. The initial response and evaluation were good, so that, following more development, it is hoped that this course can be made generally available in 1977/78. In November, the federal government sponsored an all-commissioners conference on in-government equal opportunity programs. The Ontario delegation was led by Ethel McLellan and included representatives from the commission and OPSEU.

Early in the year, women's advisors, who are responsible for co-ordinating affirmative action in their own ministries, established an Affirmative Action Council. In addition to advising the executive co-ordinator of women's programs on policy matters of common concern, the council provided a useful means of information exchange and self-development. The first president of the council was the women's advisor for the commission, Geraldine Walshe.

During the summer, the WCEO organized an experience program called "Apprenticeship in Affirmative Action". Over 30 students were hired, oriented and then placed with various ministries and crown agencies to work on a wide range of affirmative action projects. The commission invited two students to work on a review of staff training and development policies and a major research study of secretarial classifications. The latter was a joint project of the commission and the pay and classification task force of the Affirmative Action Council. The main issue investigated was the system of "rug-ranking", whereby secretaries are classified and paid according to the status of their supervisor, rather than their own job duties and responsibilities.

One of the WCEO's summer student projects was to update its "Bridge Job Guide" - a listing of existing classes to which employees in office/clerical support jobs can move as a stepping-stone to progressive career ladders elsewhere in government. This research contributed to a significant policy breakthrough in October, when the commission announced its support of the bridge job concept.

In co-operation with senior appointments and compensation, the executive co-ordinator of women's programs undertook a series of in-depth career interviews with 50 women who had been identified as having the interest and immediate potential for movement into senior management. These interviews will help to ensure that these women are actively considered as senior vacancies occur, and they will form the basis of special developmental programs in the future.

Following resolution of several equal pay for equal work complaints, the commission, the WCEO and the employment standards branch of the Ministry of Labour ran three equal pay seminars for regional supervisors.

Several women took advantage of the commission's part-time pilot project, whereby management positions may be converted from a full-time to a regular part-time basis.

Following the April, 1976, joint union-management conference "Women in the OPS", the commission studied and responded to the recommendations in the conference report. The introduction of the commission's career counselling centre replaced the WCEO career counselling service for women. During the year, the WCEO published a "Career Planning Workbook", which is being used by the commission and is in general distribution to women employees.

Affirmative Action Section

With regard to its own staff, the commission established the position of affirmative action co-ordinator on a full-time basis on June 1, 1976. The purpose of the office is: to recommend and co-ordinate the implementation of equal opportunity programs; to provide continuing liaison between the commission and the women crown employees' office and Affirmative Action Council, and to participate in initiatives of the Affirmative Action Council.

For the CSC staff, amendments were proposed for its internal training and development policies and strategies were devised for improving dissemination of relevant training and development material. A "bridge job" information package for managers and a career planning information kit for employees were developed. Competitions for classes where there are few females are monitored and statistics are maintained on male/female occupational distribution applications and appointments to position vacancies, plus participation in training and development courses.

Civil Service Enrolment

<u>Justice Policy Field Ministries</u>	<u>Fiscal Year ending Mar. 31, 1975</u>	<u>Fiscal Year ending Mar. 31, 1976</u>	<u>Fiscal Year ending Mar. 31, 1977</u>
Attorney General	2,910	2,885	3,008
Consumer & Commercial Relations	1,725	1,690	1,722
Correctional Services	4,936	5,032	5,331
Solicitor General	<u>1,575</u>	<u>1,535</u>	<u>1,487</u>
	11,146	11,142	11,548

Resources Development Policy Field Ministries

Niagara Escarpment Commission	-	-	3*
Agriculture & Food	1,597	1,567	1,574
Energy	49	53	62
Environment	1,349	1,389	1,346
Industry & Tourism	501	481	462
Labour	733	705	761
Natural Resources	4,123	4,049	3,963
Ontario Development Corporation	187	189	196
Ontario Place Corporation	41	42	41
Transportation and Communications	<u>11,278</u>	<u>11,014</u>	<u>10,629</u>
	19,858	19,489	19,037

*Niagara Escarpment Commission previously reported with Ministry of Treasury, Economics and Intergovernmental Affairs.

Social Development
Policy Field Ministries

	<u>Mar. 31, 1975</u>	<u>Mar. 31, 1976</u>	<u>Mar. 31, 1977</u>
Colleges & Universities	699	602	608
Community & Social Services	8,212	8,203	8,720
Education	1,821	1,734	1,685
Health	14,406	13,269	12,853
Ontario Science Centre	187	174	- *
Culture & Recreation	-	338	548*
	<u>25,325</u>	<u>24,320</u>	<u>24,414</u>

Policy Implementation
Ministries

Cabinet Office	40	30	27
Civil Service Commission	197	186	- *
Management Board of Cabinet	74	76	242*
Government Services	3,054	2,932	2,902
Justice Policy Secretariat	10	10	11
Office of the Premier	40	35	36
Housing	226	265	859*
Ontario Housing Corporation	661	607	- *
Resources Policy Secretariat	12	14	17
Revenue	3,942	3,786	3,954
Social Policy Secretariat	18	22	20
Treasury, Economics and Intergovernmental Affairs	<u>698</u>	<u>656</u>	<u>630</u>
	8,972	8,619	8,698
<u>TOTAL SERVICE</u>	<u>65,301</u>	<u>63,570</u>	<u>63,697</u>

Provincial Auditor	62	59	57
Lieutenant Governor's Office	3	3	3
O.P.P. Uniformed Staff	3,947	4,086	4,186
Environmental Plant Operators	<u>476</u>	<u>507</u>	<u>538</u>
	69,789	68,225	68,481

* Civil Service Commission reported with Management Board.

** Ontario Housing Corporation reported with Ministry of Housing.

*** Ontario Science Centre reported with Ministry of Culture & Recreation.

Distribution of Total Service

Includes Provincial Auditor, Lieutenant Governor's Office, O.P.P.
Uniformed Staff, Environmental Plant Operators.

<u>By Age Intervals</u>	<u>Mar. 31, 1975</u>	<u>Mar. 31, 1976</u>	<u>Mar. 31, 1977</u>
Under 25	9,200	5,664	6,606
25 - 34	20,283	20,760	20,821
35 - 44	14,020	14,238	14,456
45 & Over	<u>26,286</u>	<u>27,563</u>	<u>26,598</u>
TOTAL	69,789	68,225	68,481

<u>By Staff Type</u>			
Regular	58,913	61,847	60,483
Probationary	<u>10,876</u>	<u>6,378</u>	<u>7,998</u>
TOTAL	69,789	68,225	68,481

<u>By Sex</u>			
Males	43,047	42,322	41,956
Females	<u>26,742</u>	<u>25,903</u>	<u>26,525</u>
TOTAL	69,789	68,225	68,481

Distribution of Total Service (Cont'd)

<u>By Salary Intervals</u>	<u>Mar. 31, 1975</u>	<u>Mar. 31, 1976</u>	<u>Mar. 31, 197</u>
Under - 7,000	1,842	842	191
7,000 - 9,999	23,853	22,071	7,784
10,000 - 14,999	33,096	29,079	34,500
15,000 - 19,999	6,558	10,716	17,352
20,000 - 24,999	2,596	3,153	4,765
25,000 - 29,999	1,190	1,455	1,985
30,000 - 31,999	221	355	561
32,000 & Over	<u>433</u>	<u>554</u>	<u>1,343</u>
TOTAL	69,789	68,225	68,481

By Year of Appointment

1977	-	-	1,150*
1976	-	139*	4,911
1975	1,027*	5,069	4,957
1974	8,226	7,112	6,448
1973	6,314	5,523	5,249
1972	5,484	4,885	4,879
1971	4,692	4,235	3,817
1970	4,849	4,460	5,007
1969 & Before	<u>39,197</u>	<u>36,802</u>	<u>32,063</u>
TOTAL	69,789	68,225	68,481

* Data for the First Quarter of the year.

Distribution of Total Staff Groups

AS OF MARCH 31, 1977

A. By Age and Salary Groups*

SALARY	UNDER 25	25-34	35-44	45-54	55-64	65 & OVER
Under 7,000	42	14	23	57	51	4
7,000 - 9,999	2,268	1,931	1,238	1,226	1,087	34
10,000 - 14,999	3,869	10,166	6,999	6,845	6,478	143
15,000 - 19,999	427	5,663	5,056	3,607	2,553	46
20,000 - 24,999	0	939	1,631	1,347	836	12
25,000 - 29,999	0	266	642	668	403	6
30,000 - 31,999	0	52	186	211	110	2
32,000 & OVER	0	42	429	528	331	13
Total	6,606	19,073	16,204	14,489	11,849	260
Percentage	9.65%	27.85%	23.66%	21.16%	17.30%	.38%

B. By Sex and Salary Groups*

	Total	Under 7,000	7,000-9,999	10,000-14,999	15,000-19,999	20,000-24,999	25,000-29,999	30,000-31,999	32,000 & OVER
Males	41,956	65	1,039	18,747	14,273	4,265	1,816	522	1,229
Females	26,525	126	6,745	15,753	3,079	500	169	39	114

Total									
Numbers	68,481	191	7,784	34,500	17,352	4,765	1,985	561	1,343
Percentage	100%	.28%	11.36%	50.38%	25.34%	6.96%	2.90%	.82%	1.96%

* Includes Provincial Auditor, Lieutenant Governor's Office, OPP Uniformed Staff and Environmental Plant Operators. (4,844)

Appointments to the Classified Staff

A. By Age Intervals

	<u>1974-75</u>	<u>1975-76</u>	<u>1976-77</u>
Under 25	3,960	2,426	2,673
25 - 34	3,328	2,177	2,500
35 - 44	1,372	710	860
45 and over	<u>1,190</u>	<u>625</u>	<u>753</u>
TOTAL	9,850	5,938	6,786

B. By Salary Intervals

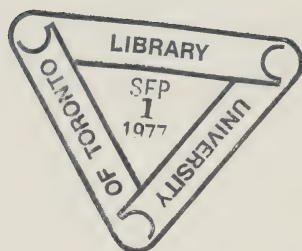
Under 7,000	3,557	1,147	244
7,000 - 9,999	4,162	2,382	2,404
10,000 and over	2,131	-	-
10,000 - 14,999	-	2,021	3,122
15,000 - 19,999	-	265	675
20,000 - 24,999	-	76	204
25,000 - 29,999	-	25	67
30,000 and over	<u>-</u>	<u>22</u>	<u>70</u>
TOTAL	9,850	5,938	6,786

Classified Service Appointments by Staff Type & Sex

	1974-75			1975-76			1976-77*		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
New Employees	3,175	3,666	6,841	1,741	2,158	3,899	-	-	-
Re-hires	501	969	1,470	426	731	1,157	319	696	1,015
Transfers from Unclassified	941	598	1,539	564	318	882	-	-	-
TOTAL	4,617	5,233	9,850	2,731	3,207	5,938	2,829	3,957	6,786

*Due to systems changes during 1976-77, the breakdown for new employees and transfers from unclassified are unavailable. The total appointments are accurate.

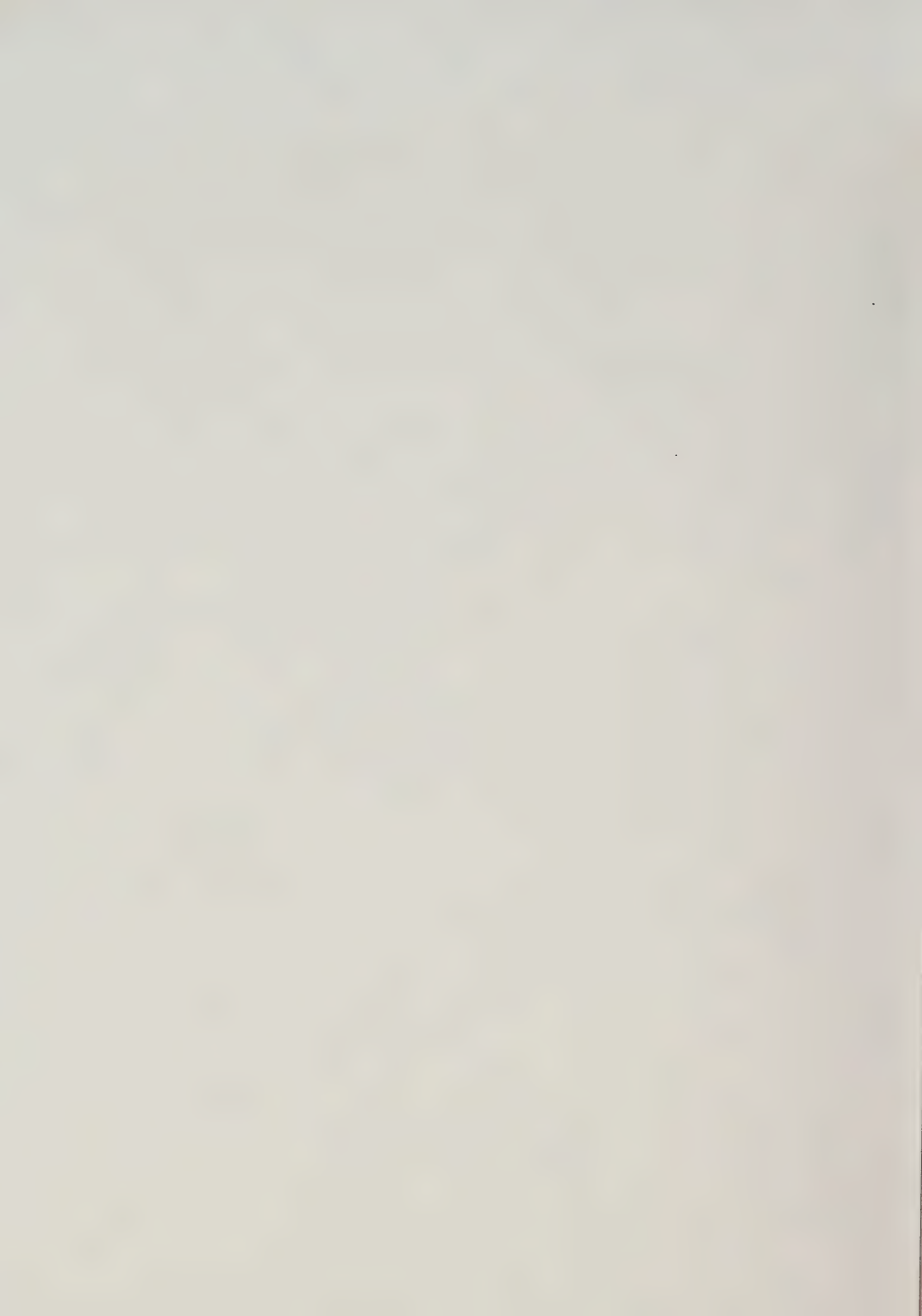
Note: Comparable separations data is unavailable for 1976-77 due to systems changes.
This data will be available for 1977-78.





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1978/79^{1/2} Annual Report
Ontario
Civil Service Commission

CSC



1978/79 Annual Report
Ontario
Civil Service Commission



Office of the
Chairman

The Management
Board of
Cabinet

Frost Building
Queen's Park
Toronto Ontario
416 965-6795

Her Honour,
The Lieutenant Governor of
the Province of Ontario

May it please your Honour:

The undersigned respectfully presents the annual report of the
Civil Service Commission of Ontario for the 12 month period ended
March 31, 1979.

George R. McCague

George R. McCague
Chairman
Management Board of Cabinet

LETTERS OF TRANSMITTAL



Office of the
Chairman

Civil
Service
Commission

416/965-7976

Frost Building South
Queen's Park
Toronto Ontario
M7A 1Z5

The Honourable George R. McCague
Chairman
Management Board of Cabinet

Sir:

I am pleased to forward to you the annual report of the
Civil Service Commission for the 12 month period ended
March 31, 1979.

George H. Waldrum

George H. Waldrum
Chairman
Civil Service Commission

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DIRECTORY

Minister to whom the
Commission reports

The Honourable George R. McCague
Chairman
The Management Board of Cabinet

Civil Service Commission

Deputy Minister and Chairman

G. H. Waldrum

Commissioners

E. M. McLellan
D. Sinclair
A. M. Kemp
T. E. Armstrong, Q.C.
R. J. Butler
H. Gilbert

Secretary

R. A. Whitelaw

Civil Service Commission Staff

Executive Director
Staff Relations Division

J. R. Scott

Executive Director
Staffing Division

R. K. D. Sachse

- Director
Recruitment Branch

L. Tobias

- Director
Staff Development Branch

T. A. Dawes

Executive Director
Compensation Division

J. A. Jackson

- Director
Pay Policy & Administration Branch

K. W. Skelton

- Director
Classification Branch

H. D. Burt

- Director
Benefits Policy Branch

E. Aboud

Executive Secretary Senior Appointments and Compensation	J. B. Hansen
Director Personnel Audit Branch	P. G. Schwindt
Director Administration Branch	I. H. Jennings
Director Systems Personnel: Standards and Training Branch	G. McAllister
Chairman Public Service Grievance Board	Professor R. Presgrave
Chairman Classification Rating Committee	Professor R. Presgrave
Chairman Ontario Public Service Labour Relations Tribunal	Owen Shime, Q.C.
Chairman Grievance Settlement Board	Professor G. W. Adams
Secretary, Appeal Boards and Registrar, Tribunals	H. F. Goss

The following changes have occurred during the past year:

The Honourable George R. McCague, appointed Chairman of Management Board of Cabinet, August 1978.

G. H. Waldrum, appointed Chairman of the Civil Service Commission, March 1979.

R. J. Butler and H. F. Gilbert were appointed as Commissioners in March, 1979.

The Honourable James A. Auld, Chairman of the Management Board of Cabinet from October 1975 to August 1978, became the Minister of Natural Resources and the Minister of Energy.

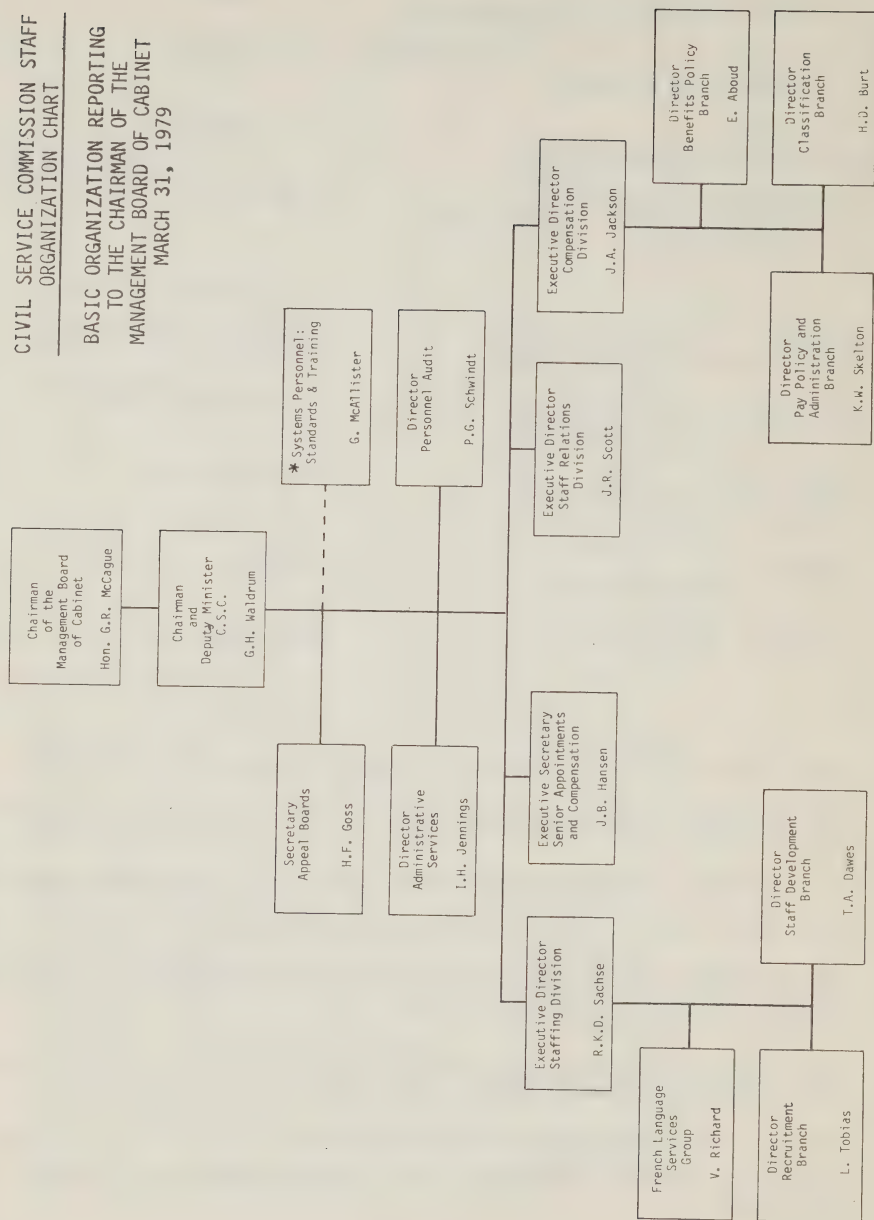
S. W. Clarkson, Chairman, Civil Service Commission from May 1974 to February 1979, became Chief Tenancy Officer for the Rent Review Commission.

Dr. J. G. Parr, Commissioner from January 1974 to March 1979 was reassigned.

Mr. D. A. Crosbie, Commissioner from September 1974 to March 1979 was reassigned.

CIVIL SERVICE COMMISSION STAFF ORGANIZATION CHART

BASIC ORGANIZATION REPORTING TO THE CHAIRMAN OF THE MANAGEMENT BOARD OF CABINET MARCH 31, 1979



* This branch has been established for a special project to end March 1981.

INTRODUCTION

This Annual Report for the twelve months, April 1978 to March 1979 is designed to highlight the activities of the Ontario Civil Service Commission with particular attention to the production of new programs and to studies under way which may lead to changes in the future.

The Civil Service Commission directs its attention to the development of personnel policy and programs for the more than 80,000 Ontario public servants who are responsible for delivering government services. The wide range of responsibilities and activities in which the Commission is involved makes a suitable definition difficult. Basically, the Commission exists to administer The Public Service Act and to develop policies to meet the changing requirements of the work place. Areas of Commission work are specifically designed to provide sensitive and responsive programs to manage the staff of the public service. Such activities range from staff recruitment which ensures equal employment opportunities to pay and benefits programs which are appropriate and acceptable within the framework of sound economic management.

The Commission acts as a policy making group, as many of the administrative matters of personnel programs have been delegated to individual ministries. While considerable authority has been passed to ministries it is important to note that the Commission retains the responsibility to ensure that these authorities are exercised correctly. This is achieved by monitoring, liaison with the ministries, and through a comprehensive audit program.

Activities of the individual branches within the Civil Service Commission come together to form a joint program designed to meet the needs of the employee and the employer in an ever-changing work place.

Accordingly, this Annual Report notes the principal areas of activity within the Commission during the past year. The activities include staffing, compensation, staff relations, senior appointments, administrative services, audit branch, and the systems personnel branch.

During the year changes were made to existing practices to reflect the views of the society. Specifically, adjustments were made in the recruitment process such as credentialism, employment of the handicapped, treatment of surplus staff, and efforts to reduce and eliminate red tape and paperwork.

The Commission staff also worked to improve their communications methods. All areas of the Commission used workshops and training sessions to pass information about new procedures and practices to ministries and the employees. A number of the sessions were held throughout the province to acquaint staff with the details of compensation, classification, recruitment, staff development, and staff relations.

During the past year one of the more significant events was the passage of Bill 173 - An Act to Amend The Crown Employees Collective Bargaining Act. This landmark legislation, which had all party support, provided a satisfactory answer to a sensitive and difficult issue.

The following chapters in the Annual Report review in detail the work of the Commission during the past year.

COMPENSATION DIVISION

It is the compensation policy of the government that, as a good employer, it will pay salaries, provide benefits and adhere to fair and equitable salary treatment practices in order to attract and retain competent employees to carry out the programs of the government in a proficient manner.

The Compensation Division of the Civil Service Commission is responsible for the application and administration of the government's compensation policy for 70,000 employees with a payroll of \$1.3 billion through its three branches - Benefits Policy Branch; Classification Branch; Pay Policy and Administration Branch.

BENEFITS POLICY BRANCH

The Benefits Policy Branch has two distinct areas of responsibility, namely, benefits in the Public Service and coordination of pensions in the Ontario Public Sector.

Civil servants have the same range of benefits as private sector employees: vacations, holidays, paid sick leave, severance pay, life and disability insurance, hospital and drug insurance and pensions. No dental insurance is provided.

Except for pensions, all benefits are negotiable. Benefits Policy Branch develops policy in this area, within financial and collective bargaining constraints, and provides ministries with guidance on the implementation of these policies.

The Branch is also responsible for the Central Attendance Recording System, designed to monitor the use of paid sick leave and to promote employee health and the supervision of sickness absence in the public service. Absences in the public service are generally in line with experience in comparable industry.

There are approximately 449,000 active members of pension plans in the Ontario public sector. They are covered by five major plans:

- Public Service Superannuation Fund
- Teachers' Superannuation Fund
- Ontario Municipal Employees Retirement System
- Hospitals of Ontario Pension Plan
- Hydro Pension Plan

and over 100 smaller plans.

Benefits Policy Branch is taking the first steps in a program designed to coordinate the development and implementation of policy on pensions and related insurance benefits (such as life and disability insurance) in the Ontario public sector, with the aim of achieving a more uniform approach, earlier identification of problems and more effective cost control.

Matters relating to the administration of The Superannuation Adjustment Benefits Act are also the responsibility of this Branch.

CLASSIFICATION BRANCH

The Classification Branch provides the classification and position administration systems whereby positions in the Ontario Public Service can be established, described, evaluated and classified equitably. In order to do this, the Branch provides policies and procedures which govern the methodologies of position description, administration and classification; develops evaluation standards to measure the relative worth of positions; classifies key and other designated positions and institutes such review mechanisms as are appropriate to provide for classification equity across the service.

While the Civil Service Commission establishes the evaluation standards for use across the public service, responsibility for the actual classification of most positions has been progressively delegated to operating ministries, with the central agency retaining only a minimum number of positions. This increasing delegation has enabled the Branch to shift gradually its emphasis from day-to-day classification activity towards more of a monitoring mode, and a policy and standards setting role.

The Broadbanding project is virtually complete with the evaluation standards for all but a few Occupational Groups completed and promulgated. Throughout the service, the process of transferring employees from the old to the new system is well underway and is expected to be completed in 1979.

A variety of essential maintenance projects were also carried out where existing classification standards needed restructuring. The classification system for the Bargaining Unit is negotiable under the provisions of The Crown Employees Collective Bargaining Act and extensive research and analysis was conducted in the course of the year in support of the bargaining process which is continuing.

The Branch is also responsible for training personnel administrators and for communicating to employees and line managers the basics of the compensation systems.

Compensation Training Courses were given to Ministry Personnel Officers in both the theoretical and practical aspects of compensation. In addition, a new course was developed on Classification Grievances. Employee communication was enhanced through the development of a film explaining Job Evaluation and Salary Administration and a videotape explaining Broadbanding was developed for management employees. Officers of the Classification Branch travelled throughout the Province with the film, answering employee questions at information sessions.

PAY POLICY AND ADMINISTRATION BRANCH

The Pay Policy and Administration Branch recommends Ontario Public Service pay policy to the Civil Service Commission. The Branch participates with Staff Relations Division in the development, for approval by Management Board of Cabinet, of the government's objectives in negotiations with the Ontario Public Service Employees Union covering pay revisions and related salary treatment policies and also recommends pay revisions for management and excluded classes. A major portion of the Branch program is devoted to the development and maintenance of pay administration regulations, guidelines and procedures; refining the compensation technologies used in the pay determination processes; and establishing monitoring and cost forecasting systems.

Major projects completed over the past year in conjunction with the above goals included:

- The proposal to move all management and excluded classes to the common review data of April 1 each year. This links all management to the fiscal year budgetary base.
- Commenced review of bargaining unit pay structure in preparation for future negotiations with OPSEU.
- Implemented an isolation allowance for managers and excluded employees to parallel the allowance awarded to bargaining unit employees effective January 1, 1978.
- Monitored the application of pay policy governing close to 8,000 students employed under the task-based program during the 1978 summer season (total payroll \$19.3 million).
- Introduced a computerized salary monitoring program which provides on both a ministry and service-wide basis, key data on the costs of staff turn-overs, merit increases, reclassifications, and promotions. This monitoring tool will be developed over the next year or two to provide a central data base for forecasting costs, performing trend analyses and compensation modelling in addition to its present historical retrieval capabilities.
- Participated in the major divisional project which was production of a compensation film to give employees a general overview of the work of determining pay for civil servants. Over the past year, the film was shown to 1,300 employees in the Toronto area and 2,000 around the Province. Division staff chaired these presentations and responded to all questions from employees.
- Developed and implemented a revised rental policy governing employee tenants of approximately 1,000 housing units owned by the Province.

SENIOR APPOINTMENTS AND COMPENSATION

Reporting directly to the Chairman of the Commission, the Office of Senior Appointments and Compensation is responsible for the recruitment, placement and development of executive staff in the Ontario Public Service.

Services are provided for two categories of executive positions, the senior list, consisting of 227 positions ranging from the deputy minister, or board chairman, to executive director level and the program executive group, consisting of 428 branch director and other executive positions.

The senior manpower inventory maintained by the Office contains information on the background, academic record, work experience, career aspirations and potential for advancement of each executive, and 172 other public servants, who occupy executive equivalent positions, or who are considered by their deputy ministers to be ready to assume executive responsibilities. In addition to publicizing executive vacancies, the Office conducts a search of the inventory to identify qualified candidates, who are invited to apply. During the year, 127 executive appointments were effected.

Development of senior executives is encouraged through in-house programs such as the Senior Management Seminar attended by 16 senior list executives in September, which focused on work and human values and current social/economic issues facing Ontario, and by the Program Executive Seminar. The latter is obligatory for all newly appointed program executives. A total of 47, including 7 women, participated in the two seminars held during the year, both of which examined the corporate structure and process, the decision-making process and the unique administrative policies of the Ontario Government.

"Ethics in the Public Service" and "The Impact of Information Technology", two seminars offered under a cooperative agreement with the Public Service Commission of Canada were attended by 26 senior provincial executives. External programs such as the executive seminars of the Niagara Institute and the seminar program of the Institute for Research on Public Policy were also well attended.

The Office of Senior Appointments and Compensation also provides the secretariat services required for the Senior Appointments Advisory Committee (SAAC). The committee is formed of senior civil servants, at the deputy minister level, who are responsible for advising the Premier on the appointments of individuals to senior list positions. The committee also advises and assists the Chairman of the Civil Service Commission on all matters relating to executive staff in the Ontario Public Service.

STAFF RELATIONS DIVISION

The Staff Relations Division is responsible for establishing, through collective bargaining, the levels of pay, employee benefits and other conditions of employment for Ontario Public Service employees. The Division acts on behalf of the Management Board of Cabinet in public service collective bargaining and collects and analyzes external data on compensation and conditions of employment to establish an appropriate bargaining stance for the employer.

The Division develops and maintains procedures to ensure a uniform standard by ministries in the administration of collective agreements and in other staff relations matters, provides advice and assistance to ministries in the preparation and/or presentation of grievances before the Grievance Settlement Board and represents the government in hearings before the Ontario Public Service Labour Relations Tribunal. The Division also maintains liaison with Crown Agencies to ensure an appropriate degree of coordination between their staff relations activities and those of the public service.

During the year, an arbitration award was handed down, concluding negotiations for a 1978 agreement for the Institutional Care and Correctional Services Category. The award provided for a one-year agreement for the 9,100 employees effective from January 1, 1978 to December 31, 1979, with an average wage increase of approximately 5.4%.

Negotiations resulted in an agreement covering wages, employee benefits and related working conditions for some 3,900 uniformed staff in the Ontario Provincial Police. The agreement, covering the period from April 1, 1978 to March 31, 1979, provided for a wage increase averaging approximately 5.7%. A one-year wage agreement was also reached for 24 instructors in the Ontario Police College, providing an increase of 5.2% for the period April 1, 1978 to March 31, 1979.

In addition, by year-end, tentative settlements, subsequently ratified by the Union, were reached on wage increases, employee benefits and working conditions for about 51,000 employees employed throughout the public service. Each of the eight wage category settlements provided for a one-year term and an average increase of approximately 6%. In addition, a further 3%, effective mid-term, was negotiated for some 17,300 employees in the Clerical Services and Office Services Categories, and a further 2% increase, effective mid-term, was negotiated for some 2,400 Correctional Officers and Attendants, Oak Ridge. The employee benefits settlement included, for the first time, a provision for a basic dental plan. The employee benefits agreement was for a term of 15 months and the working conditions agreement will run for 11 months so that these two agreements could be merged for future bargaining.

Negotiations for a first agreement on the classification and job evaluation system continued during the year, as did staff involvement in the determination of the inclusion/exclusion of employees from the bargaining unit.

During the year, pay research staff of the Division conducted a major field survey covering 72 benchmark jobs, representing clerical, administrative, professional, technical, maintenance trades, general operational and institutional care classifications. This survey involved the collection of pay data and related information from approximately 300 employers located in the province of Ontario. In addition, the federal and other provincial governments were contacted to obtain pay data on a number of classes specific to government operation, such as correctional officers, driver examiners, court reporters, etc. Pay Research staff also carried out a number of studies during the year into particular pay, employee benefit and working conditions problems, participated in some 51 formal compensation surveys conducted by other employers and survey agencies and responded to some 800 telephone or correspondence requests made by outside organizations and persons for compensation data on the Ontario Public Service.

STAFFING DIVISION

RECRUITMENT BRANCH

The Recruitment Branch of the Civil Service Commission is responsible for the development and monitoring of policy and the provision of training related to the staffing process in the Public Service. It also provides a recruitment service including testing, skills inventory and placement for those members of the general public seeking employment in the Ontario Government as well as coordinating the placement of all surplus employees. To meet the demands of ministries for short term, interim staff replacement, the Branch offers the G.O. Temporary Service.

STAFFING CONTROL SECTION

The formal requirements governing the activities of the Staffing Control Section are set out in The Public Service Act, the regulations and directives issued by the Commission. The foundation of the hiring process is the Merit Principle, first enunciated in 1917, which requires that selection is based upon relevant qualifications, that all qualified persons have equal access and that all persons selected are qualified. The Section is responsible for the development of recruitment policy, for monitoring external recruitment and for assisting in the development and delivery of staffing training courses. Interpretation of policy and advice on application is provided to ministries.

Significant portions of the Manual of Administration, Volume 2, which deal with the staffing process were overhauled and updated. During the year further steps were taken to de-emphasize the need for academic credentials unless they are required to perform the duties of the position being filled. This is achieved by having a clear description of the job requirements emphasizing the knowledge, skills, training and experience related to the duties of the position.

STAFFING SERVICES SECTION

The Staffing Services Section conducts the recruitment actions for all personnel administrator positions. In addition, it maintains an inventory of skilled persons seeking employment and assists ministries in filling vacancies from this inventory. The responsibility to help place surplus employees rests in this section. In the past fiscal year, the number of surplus employees under formal notice of release increased significantly as government cutbacks resulted in such closures as Ontario Teacher Education Colleges, Lakeshore Psychiatric Hospital and ministry reorganizations. Formal controls on existing procedures were revised, and the Recruitment Branch provided coordination and uniformity in the application of the policy.

APPOINTMENTS* 1978/79

MONTH	YEAR	TOTAL APPOINTMENTS	TOTAL EXTERNAL	TOTAL INTERNAL
APRIL	1978	1,747	848	899
MAY	1978	1,652	538	1,114
JUNE	1978	1,569	350	1,219
JULY	1978	1,199	374	825
AUGUST	1978	908	360	548
SEPTEMBER	1978	1,528	648	880
OCTOBER	1978	1,573	683	890
NOVEMBER	1978	1,560	594	966
DECEMBER	1978	1,355	414	941
JANUARY	1979	1,294	440	854
FEBRUARY	1979	1,400	448	952
MARCH	1979	1,095	287	808
TOTAL		16,880	5,984	10,896

* Excludes the OPP Uniform Staff.

A change in policy was implemented to support and emphasize the right of equal access to employment for handicapped persons. The Commission established liaison with the Council of Equal Employment of the Disadvantaged to assist in promoting job opportunities for the handicapped. Work is planned to review and adjust existing personnel practices, to educate staff involved in the recruitment process and to improve liaison with the agencies serving the handicapped.

STAFFING TRAINING SECTION

Training in the recruitment and selection process is provided by the Staffing Training Section. The program, which provides those involved in the selection process with the tools to select the right person for the job, seeks to ensure that recruitment is conducted in accordance with the Merit Principle using the appropriate staffing policies and legislative requirements. Programs offered for ministry personnel administrators include Pre-Selection Planning and Interview Skills. Workshops for ministry line managers, similar in content, are offered as well.

During the past fiscal year, 7 workshops were attended by 113 personnel administrators and 10 workshops involved 236 line managers. Four of these workshops were regional: Dryden, Thunder Bay, Timmins and Dorset. A total of 19 ministries participated.

The objectives of the workshops are to:

- Stress the importance of pre-selection planning as an effective way to improve the selection process.
- Enable managers to prepare the requirements for the job, advertisements, and questions for an interview to make the selection decision more reliable.
- Increase the understanding of the role of the manager and personnel administrator in the selection process.

The course is based on the idea that filling a vacancy requires a full understanding of the job, an advertisement that is prepared to meet the job requirement, the screening process to select potential candidates based on the published qualifications, and a well-prepared interview panel which has developed questions to seek job-related information. The steps are designed to ensure that the interview sessions incorporate the original intention of the job in selecting the most suitable candidate by instructing managers in proper interview techniques, and in the plan necessary prior to an interview. The Staffing Training Section hopes to minimize ad hoc style or informal interview sessions upon which the outcome of the personal interview weighs heavily on the final selection.

The workshops are generally planned around the interests of an individual ministry in order that case studies can be developed using a job with which the participants would generally be acquainted. For example, the workshop for management services officers deals with the recruitment of a computer systems analyst while workshops planned for personnel of the Ministry of Natural Resources dealt with a resources technician.

In addition to the process involved in filling a vacancy, discussion was also held on the follow-up and documentation necessary to complete the job along with an overview of the grievance procedures.

TEMPORARY SERVICES SECTION

A program to provide temporary employees for short term assignments is provided by the Temporary Services Section. The service which operates on a zero budget charge back basis fills about 6,000 requests annually for temporary help by having some 1,000 employees on assignment each week. The number of assignments each week was reduced due to budget restrictions and the six month control policy. Assignments may vary in length from a few days up to six months.

The Section recruits, screens, interviews, employs and pays the staff covering most disciplines in the technical, administrative, professional and support areas. All ministries, agencies, boards and commissions have used the service. While 70% of all requests are for support staff such as secretaries, typists and clerks, the balance of the requests have been wide-ranging and include Engineers, Nursing Instructors, Teachers, Landscape Architects, Financial Officers and Librarians.

CREDENTIALISM IN STAFFING

The Civil Service Commission took a further step during 1978 to de-emphasize the need for academic credentials unless they are needed to perform the duties of the position being staffed.

Credentialism is basically a specification in a job advertisement which seeks unnecessary or unrealistic academic requirements for a job. The reports of the Committee of Post-Secondary Education and the Committee on Government Productivity recommended that less emphasis be placed on the use of credentials in the staffing process. A special review committee, chaired by former auditor-general Maxwell Henderson, noted the cost associated with university credentials for positions that do not really require them.

The qualification statement is written to emphasize the knowledge, training, experience, skills and abilities which relate to the duties of the position. Specifying job-related criteria expands the number of people eligible to apply, makes the process of screening applications more meaningful, and forces a closer examination of the position being staffed. As a result, no longer are people who are qualified by virtue of experience and training excluded in the screening process because they don't possess a university degree.

STAFF DEVELOPMENT BRANCH

This Branch assists managers and employees of the Ontario Civil Service to improve their performance. The work is carried out within four organizational units, i.e. Planning and New Programs, Staff Development Services, the Staff Development Centre, and Career Counselling.

PLANNING AND NEW PROGRAMS

The Planning and New Programs unit is the focal point for the development of new and improved approaches to human resource management. It develops programs and policies aimed at enhancing organization performance, employee job satisfaction and labour-management relations.

This year the Section examined jointly with the Union, opportunities for introducing organization effectiveness/quality of working life projects within ministries. These initiatives are based on cooperative union/management/employee efforts aimed at innovation in the workplace.

A corporate manpower planning program was piloted in the form of a review of the property administration occupational group. The results of this study, dealing with such things as career progression, retirement, employee performance and training, are now being assessed. The section's work continued in conjunction with the personnel group and communications group manpower planning committees. A review of the class series, development of a specialized orientation program, and an interministry and intergovernment developmental exchange program for staff, were approved and will be implemented by the communications manpower planning committee in the coming year.

During the year, considerable effort was directed at improving performance appraisal programs across the Service. Planning and New Programs, with the assistance of ministries, developed corporate guidelines on employee performance appraisal. In addition, the unit provided more than one hundred consultations to ministries regarding performance appraisal, staff development policy, assessment centres, variable hours, and manpower planning techniques.

STAFF DEVELOPMENT SERVICES

Staff Development Services continued to expand its service in courses and consulting or team interventions.

The three to five day courses cover a wide range of topics which are chosen to improve the performance of civil servants. The 33 different courses can be categorized under the following headings: Management Development, Problem Solving and Decision-Making, Communications Skills and Professional Skills. Approximately 3,200 civil servants participated in 150 courses during the past year.

The consulting or team intervention services continued to be a vital part of the efforts to improve organization effectiveness. The role of the consultant is to help the manager and the work group identify and solve their unique problems. The consultant does not bring answers to problems, but helps the team develop ways of working more effectively within their unit. Staff Development Services provided 150 days of the following types of consulting: teambuilding, third party consultation, process consultation, goal setting, management coaching and organization diagnosis.

STAFF TRAINING AND DEVELOPMENT

Year ending 31 March

	1979	1978	1977	1976
Number of nominations	4,586	4,039	3,325	3,211
Number of participants	3,117	2,570	2,188	2,114
Percent of demand	68%	63%	65%	65%
Number of courses run	146	123	111	90
Number of different courses run (excludes repeats)	33	27	24	21
Number of consulting days	150	249.5	301	141
Staff Centre, Number of aggregate days utilization	11,293	10,334	11,454	10,926
Estimated percent of capacity utilization	71%	65%	71%	70%

STAFF DEVELOPMENT CENTRE

The Ontario Government owns and operates a Staff Development Centre at Barrie, Ontario. The Staff Centre was first purchased in 1968 and expanded in 1973. The average occupancy of the Staff Centre for the fiscal year was 71%. Bookings have already been made for the next two years.

The principal function of the Staff Centre is to facilitate training and development of corporate management of the Ontario Civil Service. Specific technical training is the responsibility of ministries. Approximately 80% of the Staff Centre usage is made by Ontario Government managers and senior civil servants. Priority is given to Ontario ministries which apply for use. The remaining 20% of the business relates to government-associated agencies such as Ontario Hydro, Ryerson Polytechnical Institute, Municipal Engineers Association, and Community Colleges. The use of the Centre increased by six per cent during the last year.

CAREER COUNSELLING

Career counselling is available to civil servants who wish assistance in planning their careers within the Ontario Civil Service. During the past year, 400 people made use of the service which is designed for developmental purposes.

Generally three sessions are held with the employer. An initial interview session at which time the program is outlined; a career discussion program designed to establish goals of the employee, skills which the employee has; and the third interview to outline a planned development program. The majority of civil servants seek the service on their own as a result of advertisements placed in government newspapers. Approximately 10% of the employees are referred to the Career Counselling Service by managers, personnel officers, or representatives of the Affirmative Action Program. To service employees outside of Toronto, the Career Counsellor held sessions in London, Thunder Bay, Ottawa, and Sudbury.

The Staff Development Branch also worked on the preparation of an Employee Counselling Services Report recommending the government's role in employee counselling. This policy has been approved and has reached the planning stage for implementation.

FRENCH LANGUAGE SERVICES GROUP

Courses in the French language are available from the beginning level to the advanced levels through the French language training program of the Civil Service Commission. During the past year 150 provincial civil servants, along with 150 federal employees took part in an evening program to improve their French skills. The program, which lasted 32 weeks, involved 6 hours of French instruction per week. A day program for two weeks at a time, three or four times a year, provided another 100 government employees with intensive French training.

The office of the French Language Services Group coordinated the first exchange of Ontario civil servants with the Quebec provincial government. An employee of the Ontario Ministry of Health is now working for the Quebec Ministry of Social and Community Programs, and it is expected that a Quebec civil servant will commence work in Ontario. This exchange was arranged through discussions of the Ontario-Quebec Permanent Commission.

The office also organizes the summer student job exchange program. The program is designed to provide an opportunity to university students to work, during the summer, in a ministry or agency of the Government of Quebec to help them improve their knowledge of the French language and to become better acquainted with the Quebec culture. Any student who is registered in a full-time undergraduate or graduate program of an Ontario university, whose permanent residence is in Ontario, who has a working knowledge of French and who has not previously participated in the program may apply. The course generally lasts ten to fifteen weeks. During the summer of 1978, 74 Ontario students went to Quebec, and 50 Quebec students came to Ontario. Last year, 500 university students applied to the program of which 350 were interviewed, and 140 chosen.

The goal of the exchange program for the summer of 1979 is to involve 200 students from each province.

The French Language Service is also making classroom facilities available at London, Sudbury, North Bay, and Ottawa, for civil servants to improve their French language skills.

PERSONNEL AUDIT BRANCH

As the central personnel agency for the Ontario Public Service the Civil Service Commission is responsible for a wide range of "corporate" personnel policies and procedures, many of which it has authorized ministries to administer on its behalf.

The Personnel Audit Branch is an internal audit group which reports to the Chairman, Civil Service Commission, and audits the application of corporate personnel policies and procedures on a service-wide basis. It has three major responsibilities:

- To identify and evaluate ministry and service-wide patterns of compliance and non-compliance in the application of statutory, regulatory and other formal personnel requirements as a basis for corrective action where required.
- To identify potential for improvement in the personnel systems examined, such as policies, controls, administrative practices and communications, as a basis for constructive change.
- To communicate findings, suggestions and recommendations in a manner which will encourage and support corrective and/or constructive actions by ministries and/or the Civil Service Commission in accordance with their responsibilities and authority.

Because of the size and scope of the Ontario Public Service, and the wide range of personnel policies and procedures, such as Recruitment/Staffing, Position and Pay Administration and Benefits Administration, audits must be carried out on a sampling basis. As such, they cannot "ensure" compliance, but do provide a continuing source of valuable information respecting the need for corrective and/or constructive action by ministries and the Civil Service Commission.

SYSTEMS PERSONNEL: STANDARDS AND TRAINING BRANCH

A new Branch was established in the Commission this year to develop and implement personnel standards and coordinate employee training for the systems community staff in the Ontario Public Service. The Branch activities are conducted on project basis and will be completed March 31, 1981, at which time the Branch will cease to exist.

The systems community staff is comprised of approximately 1,000 individuals providing systems development, maintenance, records services and data processing operation services to the ministries.

Specific objectives have been developed related to the personnel functions of classification, pay research, performance appraisal, staffing, manpower planning and training. Work on the various functions is proceeding concurrently and improvements are being introduced on a gradual basis.

Emphasis has been placed on the functions of classification and recruitment. During 1979 a new classification system will be developed which will result in delegation of classification to the ministries.

Introduction of recruitment standards to the ministries through a recruitment training program will result in progressive delegation of recruitment to ministries in 1979.

The branch has a dual reporting relationship. For administrative purposes the Branch reports to the Chairman of the Civil Service Commission. A steering committee of 11 deputy ministers provide the policy advice and guidance to the Branch.

ADMINISTRATIVE SERVICES BRANCH

The Commission carries out some responsibilities which are somewhat aside from the normal personnel work, but seem most logically placed in the central personnel agency:

- Communications and Publicity Section

topical - a twice-monthly tabloid newspaper distributed to government employees and most retired employees. It is a two way information vehicle informing employees of government policies, programs and people and, in turn, allowing employees to present their views on matters of concern and/or interest.

job mart - tabloid newspaper listing and describing various job opportunities within the Ontario Public Service. It is published on alternate weeks to topical and also appears as part of topical's content so that each week employees are informed of the various job openings.

Personnel Advertising - the section coordinates and processes ministry personnel advertisements that are to appear in the daily/weekly/periodical media. In the fiscal year 1978/79, 803 personnel advertisements were processed in this Section.

- Chaplaincy services are provided by full-time or contract chaplains in the three ministries with institutions:

- Community and Social Services
- Corrections
- Health.

Chaplains coordinate the provision of pastoral care to the residents, ensuring that each resident has access to the Church or clergy of his/her choice, compatible with the regime of treatment. Full-time chaplains must be recommended by their Church, accredited as chaplains and thus have had extensive training. A number of current chaplains are involved with continuing training. The Ontario Government's Chaplaincy Program is recognized as one of the more advanced programs of its kind in the world. The Civil Service Commission provides a point of focus for coordination of contact and direction among the three ministries of government and the churches.

- United Way drives are held in government offices in 34 locations. The Provincial Government has approved the coordination of an employee donation program for community drives. During 1978, these campaigns collected \$679,000 from government offices.
- Cancer/Heart Campaign is coordinated in the spring for the Greater Metro area only. The second campaign has also been approved by the government and is coordinated by the same unit as the United Way. Approval was given in 1972 on condition that they were jointly run as one campaign for the employees; this has been the practice ever since. Currently proceeds are split 2:1 in favour of the Cancer Society by agreement between the Cancer Society and Heart Foundation. Last year \$99,700 was raised.

- The Ontario Government Employees' Charity Trust is set up to handle the proceeds from the Metro and Area United Way and Cancer/Heart Campaigns. This is a registered charity, allowing for the provision of appropriate receipts for tax purposes since the campaign does not correspond with the boundaries of the existing charities. In other locations, the receipts are provided directly by the United Way.
- Blood Donor Clinics, run by the Red Cross, are coordinated by the same unit in the Toronto-Queen's Park area. Assistance is given in providing contacts with government office locations in Toronto. Currently, three two-day clinics are held in the central area and a few satellite clinics are held. Civil servants last year gave 3,083 units of blood.

These campaigns are coordinated by local executive committees of interested public servants. Although the time spent on these campaigns, planning and organization, is frequently during normal working hours, one must view these individuals as volunteering since there is very seldom any recognition of the amount of time and effort put into these in terms of work volume along with their regular job.

- Quarter Century Club was formed in 1946 to recognize long-term, continuous service, to provide a social club which provided opportunities for old acquaintances to get together, to ensure that pensioners and other members who found themselves in needy or adverse circumstances had access to contacts for assistance and advice.

The Club operates in close proximity to government programs. Beginning with a membership of approximately 165 in 1946, the Club increased to about 2,800 at the end of 1969. During these years, a membership fee had been charged and a pin and scroll were presented to each member. The membership fees and the scrolls were discontinued after 1969. The government has traditionally funded a banquet for the members. Beginning in 1969, banquets have been split to regional locations to allow members access for their deserved recognition. At present 10 locations are covered.

During the past year, 650 new members joined the Quarter Century Club. The current membership is 7,200.

PUBLIC SERVICE APPEAL BOARDS

The Crown Employees Collective Bargaining Act and The Public Service Act establish dispute resolution and appeal procedures for bargaining unit and certain non-bargaining (management) employees respectively.

The Ontario Public Service Labour Relations Tribunal decides matters in dispute regarding representation of crown employees by bargaining agents. The Tribunal deals with matters of mediation, arbitration of disputes arising from negotiation of collective bargaining agreements. It also hears such employee related matters as payment of Union dues, representation, investigation of complaints against unfair representation and the inclusion of certain employees within the bargaining unit. During the past year the Tribunal held 14 hearings and dealt with other matters that in many cases made a hearing unnecessary.

Dealing with rights arbitration under CECBA, the Grievance Settlement Board adjudicates grievances from bargaining unit employees and from their bargaining agents. Grievances involve classification, dismissal, promotion, demotion, merit increase and the interpretation of the collective agreement, as well as discipline and other working condition matters. Crown agencies include the Liquor Control Board and the Liquor License Board of Ontario, the Niagara Parks Commission, the Ontario Housing Corporation, the Workmen's Compensation Board, and Ministries of the Ontario Government. In addition to the 84 hearings of the Board, employee grievances in excess of that number were settled between the parties prior to hearing.

Two parallel tribunals adjudicate grievances from non-bargaining unit employees. The Public Service Grievance Board, under the Chairmanship of Professor Ralph Presgrave, gives final and binding arbitration on these grievances. Dismissals upheld by the Board are subject to the authority of the Lieutenant Governor in Council. Grievances generally involve dismissal, promotion, demotion, merit increase and other working conditions. During the past year, the Board sat 16 times to hear such grievances.

Classification Rating Committees under the Chairmanship of Professor Presgrave adjudicate disputes involving the classification of positions of grievors who are employees excluded from the bargaining unit. Implementation of the Management Compensation Plan and amendments to Schedule 1 have increased the workload of these committees. During the past year, 7 hearings were held.

JOB AND WORK ASSIGNMENT SURVEY

From time to time questions are raised about the variety of jobs and work assignments within the Ontario Government. The following information is designed to demonstrate the diversity of jobs and range of employee skills which are required.

The number of employees of the Ontario Public Service changes depending upon the season, largely due to the unclassified staff. The constant in terms of the employment force is the classified or regular service staff. During the past year, the number was about 70,000. Another 10,000 to 20,000 are hired on a contract basis for short term and long term projects.

Administrative: 9,950 employees

Typical jobs:	Claims Supervisors
	Office Managers
	Driver Examination Supervisors
	Collection Service Managers
	Field Area Managers
	Fire Service Chiefs
	Senior Policy Coordinators
	Purchasing Officers
	Public Relations Officers
	Property Agents
	Assessors
	Tax Auditors
	Translators
	Probation Officers

Clerical: 10,300 employees

Typical jobs:	Clinical Record Services Supervisors
	Revenue Managers
	Administrators
	Data Entry Supervisors
	Senior County Court Reporters
	Filing Clerks
	Mail Clerks
	General Clerks
	Savings Office Accountants
	Savings Office Inspectors
	Revenue Officers
	Receptionists

Operational: 7,050 employees

Typical jobs:	Head Gardeners
	Head of Correctional Supervisors
	Production Supervisors
	Chefs
	Hospital Housekeepers
	Food Service Managers
	Highway Equipment Supervisors
	Cooks
	Food Service Helpers
	Laundry Workers
	Building Cleaners
	Security Officers
	Supply Clerks
	Agricultural Workers

Professional/Scientific: 7,550 employees

Typical jobs: Design Architects
Chaplains
Dentists
Economists
Education Officers
Forest Research Supervisors
Education Officers
Scientists
Librarians
Nurses
Foresters
Biologists
Social workers

Technical: 6,950 employees

Typical jobs: Mapping Supervisors
Construction Party Chiefs
District Safety Managers
Photography Managers
X-ray Supervisors
Telecommunications Supervisors
Draftsmen
Photographers
Laboratory Technicians
X-ray Technicians
Survey Technicians
Resources Technicians
Library Technicians

Law Enforcement: 4,050 employees

Typical jobs: Chief instructors of the OPP College
Advisors in the Police Commission
Intelligence Officers
Commissioned Officers
Law Enforcement Officers

Institutional Care and Correctional Services: 9,100 employees

Typical jobs: Ambulance Officers
Child care Workers
Counsellors of Residential Units
Psychiatric Nursing Assistants
Correctional Officers

Maintenance Services: 6,550 employees

Typical jobs: Maintenance Electricians
Plumbers
Mechanics
Construction Safety Officers
Industrial Safety Officers
Drivers
Manual Workers
Radio Operators
Steam Plant Engineers

Office Services: 7,350 employees

Typical jobs: Data Processing Technicians
Data Entry Operators
Bookkeeping Machine Operators
Court Reporters
Stenographers
Typists
Secretaries

Senior Management: 650 employees

Typical jobs: Deputy Ministers
Assistant Deputy Ministers
Executive Directors
Heads of certain Agencies
Branch Directors
General Managers

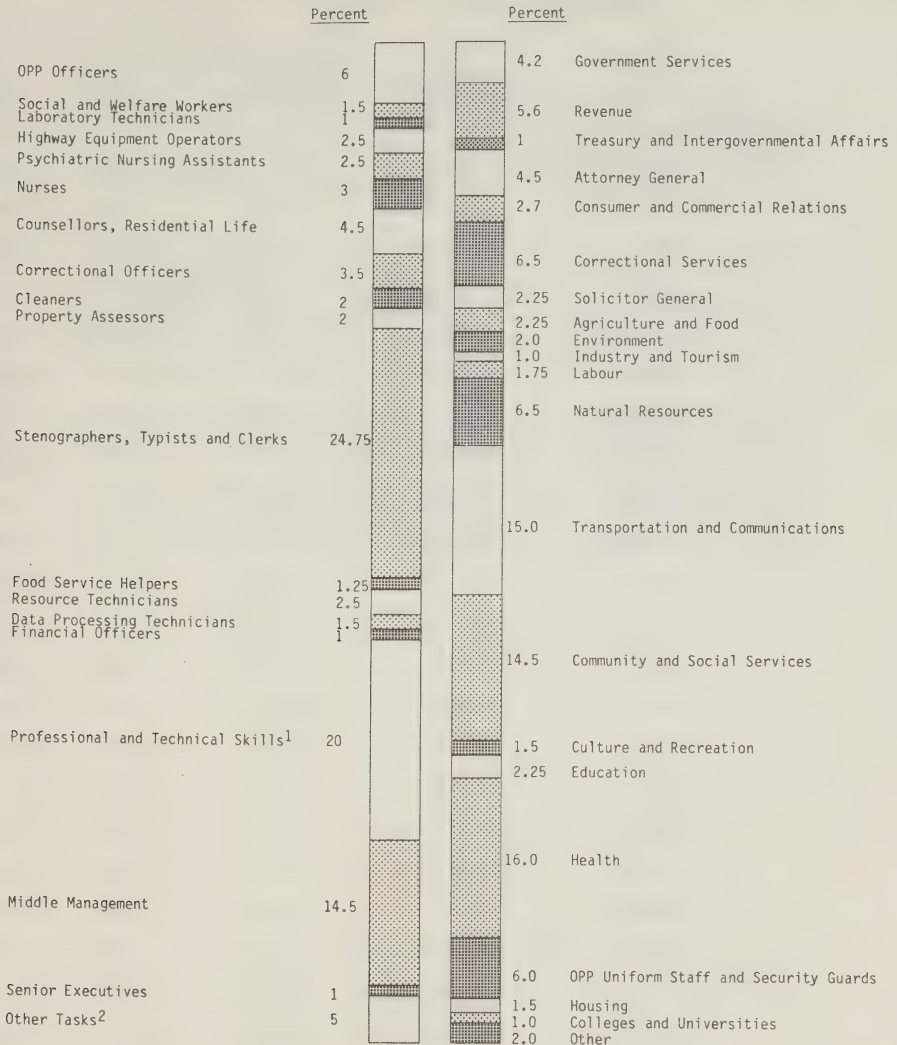
The Staff Strength Chart which follows on page 28 shows the relationship between the percentage of employees by type of work and the percentage of employees by Ministry.

The staff strength of the Ontario Public Service is recorded on a monthly basis. The total staff strength is recorded on page 29. This chart indicates the employee strength, including classified, unclassified and crown employees.

STAFF STRENGTH RELATIONSHIPS

PERCENT OF EMPLOYEES BY TYPE OF WORK

PERCENT OF EMPLOYEES BY MINISTRY



¹ Architects, engineers, librarians, doctors, pharmacists, statisticians, home economists, foresters, geologists, chaplains, occupational therapists.

² Other: Probation officers, mechanics, manual workers, court reporters, draftsmen, computer systems programmers which are less than 1 per cent.

Other includes Office of the Premier, Cabinet Office, Management Board, Civil Service Commission, Ministry of Northern Affairs, Justice Policy Secretariat, Resources Policy Development Secretariat, Ministry of Energy, Ontario Development Corporation, and Environment Plant Operators.

TOTAL STAFF STRENGTH - ONTARIO PUBLIC SERVICE

		<u>CLASSIFIED</u>	<u>UNCLASSIFIED</u>	<u>CROWN</u>	<u>TOTAL</u>
1977	April	67,923	15,834	2,684	86,441
	May	68,067	22,263	2,698	93,028
	June	68,095	25,626	2,727	96,448
	July	68,171	29,309	2,755	100,235
	August	68,261	28,191	2,759	99,211
	September	68,222	21,404	2,716	92,342
	October	67,992	16,101	2,720	86,813
	November	68,006	15,119	2,685	85,810
	December	67,994	15,287	2,663	85,944
1978	January	68,056	14,065	2,492	84,613
	February	68,163	14,315	2,407	84,885
	March	68,412	13,330	2,433	84,175
	April	68,533	12,036	2,432	83,001
	May	68,510	19,595	2,409	90,514
	June	68,454	22,408	2,360	93,222
	July	68,421	28,505	2,369	99,295
	August	68,244	26,314	2,415	96,973
	September	68,291	14,659	2,403	85,353
	October	68,591	12,509	2,369	83,469
	November	68,529	11,850	2,372	82,751
	December	68,550	12,415	2,358	83,323
1979	January	68,526	11,840	2,362	82,728
	February	68,480	12,354	2,351	83,185
	March	68,497	12,646	2,364	83,507

* Includes OPP, Security Guard, Environmental Plant Operator classified staff and Environmental Plant Operator unclassified staff.

Note: Employees who are receiving Long Term Income Protection are not counted in the above statistics but are reflected in the statistical tables at the back of the reports.

Notes on the Statistical Tables

Figures in the following tables include all civil servants recorded on the "Integrated Payroll, Personnel, Employee Benefits System". As with any computerized system, the data involved is subject to errors in coding and delays in input. This system is the only ready source for the types of analyses and trend information which the Commission requires but the data should be read for its general statistical value, not as perfectly accurate "counts".

The reader should also be aware that the figures include staff on leave of absence without pay, since they are civil servants even though not receiving salary or wages. An "inactive payroll" was started on January 1, 1975, in order that the employer's share of pension fund costs (Public Service Superannuation Fund and Superannuation Adjustment Benefits Fund) can be paid, as required by a 1974 arbitration award. Employees placed on this inactive payroll due to disability or injury receive no salary or wages, receiving payments instead from the insurance carrier.

The figures for March 31, 1978 and March 31, 1979 reflect the conversion of staff from unclassified to classified (i.e. civil servant) status which had occurred by that date in the implementation of the new manpower policy.

All tables include civil servants employed in the Lieutenant Governor's Office, OPP Uniformed Staff and those employed as Environmental Plant Operators with the Ministry of the Environment. The Offices of the Provincial Auditor, Ombudsman and the Legislative Assembly no longer employ civil servants.

CIVIL SERVICE ENROLMENT

JUSTICE POLICY FIELD MINISTRIES	Fiscal Year ending <u>Mar. 31, 1977</u>	Fiscal Year ending <u>Mar. 31, 1978</u>	Fiscal Year ending <u>Mar. 31, 1979</u>
Attorney General	3,008	2,962	2,948
Consumer & Commercial Relations	1,722	1,767	1,854
Correctional Services	5,331	4,542	4,630
Solicitor General	<u>1,487</u>	<u>1,636</u>	<u>1,637</u>
	11,548	10,907	11,069
 RESOURCES DEVELOPMENT POLICY FIELD MINISTRIES			
Niagara Escarpment Commission	3	-	3
Agriculture & Food	1,574	1,612	1,540
Energy	62	70	93
Environment	1,346	1,569	1,443
Industry & Tourism	462	492	500
Labour	761	1,104	1,166
Natural Resources	3,963	3,902	4,420
Ontario Development Corporation	196	195	186
Ontario Place Corporation	41	40	56
Ministry of Northern Affairs	-	123	152
Transportation & Communications	<u>10,629</u>	<u>10,653</u>	<u>10,466</u>
	19,037	19,760	20,025
 SOCIAL DEVELOPMENT POLICY FIELD MINISTRIES			
Colleges & Universities	608	645	624
Community & Social Services	8,720	10,124	10,250
Education	1,685	1,603	1,549
Health	12,853	12,024	11,731
Culture & Recreation	<u>548</u>	<u>572</u>	<u>896</u>
	24,414	24,968	25,050

**GENERAL GOVERNMENT
MINISTRIES**

	<u>Mar. 31, 1977</u>	<u>Mar. 31, 1978</u>	<u>Mar. 31, 1979</u>
Cabinet Office	27	32	31
Management Board of Cabinet	242	250	251
Government Services	2,902	3,000	2,927
Justice Policy Secretariat	11	11	15
Office of the Premier	36	46	45
Housing	859	1,043	1,055
Resources Policy Secretariat	17	16	16
Revenue	3,954	3,938	3,920
Social Policy Secretariat	20	22	42
Treasury and Economics	630	617	435
Intergovernmental Affairs	*	*	197
	<u>8,698</u>	<u>8,975</u>	<u>8,934</u>
<u>TOTAL SERVICE</u>	63,697	64,610	65,078

Provincial Auditor	57	54	**
Lieutenant Governor's Office	3	4	4
OPP Uniformed Staff	4,196	3,975	3,994
Environmental Plant Operators	538	431	558
Office of the Ombudsman		95	**
Legislative Assembly		127	**
	<u>68,481</u>	<u>69,296</u>	<u>69,634</u>

* The Ministry of Treasury, Economics and Intergovernmental Affairs was divided into the Ministry of Treasury and Economics and the Ministry of Intergovernmental Affairs.

** Provincial Auditor, Office of the Ombudsman and Legislative Assembly are no longer counted as civil servants.

DISTRIBUTION OF TOTAL SERVICE

A. <u>By Age Intervals</u>	<u>Mar. 31, 1977</u>	<u>Mar. 31, 1978</u>	<u>Mar. 31, 1979</u>
Under 25	6,606	6,061	5,700
25 - 34	20,821	21,471	21,707
35 - 44	14,456	15,015	15,573
45 & Over	<u>26,598</u>	<u>26,749</u>	<u>26,654</u>
TOTAL	68,481	69,296	69,634

B. <u>By Staff Type</u>			
Regular	60,483	61,979	63,237
Probationary	<u>7,998</u>	<u>7,317</u>	<u>6,397</u>
TOTAL	68,481	69,296	69,634

C. <u>By Sex</u>			
Males	41,956	42,085	41,796
Females	<u>26,525</u>	<u>27,211</u>	<u>27,838</u>
TOTAL	68,481	69,296	69,634

Distribution of Total Service (Continued)

D. <u>By Salary Intervals</u>	<u>Mar. 31, 1977</u>	<u>Mar. 31, 1978</u>	<u>Mar. 31, 1979</u>
Under - \$7,000	191	112	80
7,000 - 9,999	7,784	6,506	3,458
10,000 - 14,999	34,500	31,656	32,246
15,000 - 19,999	17,352	19,088	18,250
20,000 - 24,999	4,765	6,482	9,304
25,000 - 29,999	1,985	2,665	3,181
30,000 - 31,999	561	955	856
\$32,000 & Over	<u>1,343</u>	<u>1,832</u>	<u>2,259</u>
TOTAL	68,481	69,296	69,634

E. By Year of Appointment

1979	-	- *	1,011 *
1978	- *	1,355	5,912
1977	1,150	5,318	4,537
1976	4,911	4,340	3,782
1975	4,957	4,444	4,003
1974	6,448	5,948	5,493
1973	5,249	4,878	4,530
1972	4,879	4,557	4,283
1971	3,817	3,587	3,369
1970	5,007	4,778	4,535
1969 & Before	<u>32,063</u>	<u>30,091</u>	<u>28,179</u>
TOTAL	68,481	69,296	69,634

* Represents the first quarter of the calendar year.

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1979

A. By Age and Salary Groups

SALARY	UNDER 25	25-34	35-44	45-54	55-64	65 & OVER
Under - \$7,000	0	2	13	30	35	0
7,000 - 9,999	1,256	896	465	397	436	8
10,000 - 14,999	3,872	10,595	5,911	5,853	5,912	103
15,000 - 19,999	513	6,115	4,308	3,945	3,312	57
20,000 - 24,999	59	3,169	2,892	2,084	1,089	11
25,000 - 29,999	0	652	987	913	621	8
30,000 - 31,999	0	106	293	282	175	0
\$32,000 & Over	0	172	704	814	556	13
Total	5,700	21,707	15,573	14,318	12,136	200
Percentage	8.19%	31.17%	22.36%	20.56%	17.43%	0.29%

B. By Sex and Salary Groups

	Under 7,000	7,000-9,999	10,000-14,999	15,000-19,999	20,000-24,999	25,000-29,999	30,000-31,999	32,000 & OVER
Total	41,796	424	13,649	13,799	8,230	2,839	792	2,063
Males	41,796	0	13,649	13,799	8,230	2,839	792	2,063
Females	27,838	80	18,597	4,451	1,074	342	64	196
Total Numbers	69,634	80	32,246	18,250	9,304	3,181	856	2,259
Percentage	100.00%	0.11%	46.31%	26.21%	13.36%	4.57%	1.23%	3.24%

APPOINTMENTS TO THE CLASSIFIED STAFF

A. By Age Intervals

	<u>1976-77</u>	<u>1977-78</u>	<u>1978-79</u>
Under 25	2,673	2,172	2,136
25 - 34	2,500	2,438	2,496
35 - 44	860	839	818
45 & Over	<u>753</u>	<u>775</u>	<u>669</u>
TOTAL	6,786	6,224	6,119

B. By Salary Intervals

Under - \$7,000	244	97	13
7,000 - 9,999	2,404	1,916	1,479
10,000 - 14,999	3,122	3,139	3,275
15,000 - 19,999	675	706	1,003
20,000 - 24,999	204	259	212
25,000 - 29,999	67	56	80
\$30,000 & over	<u>70</u>	<u>51</u>	<u>57</u>
TOTAL	6,786	6,224	6,119

CLASSIFIED SERVICE APPOINTMENTS BY STAFF TYPE AND SEX

	1976-77*			1977-78			1978-79		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
New Employees									
Re-hires	319	696	1,015	1,911	2,022	3,933	1,759	1,829	3,588
Transfers from Unclassified				461	820	1,281	360	693	1,053
TOTAL	2,829	3,957	6,786	372	638	1,010	493	985	1,478
				2,744	3,480	6,224	2,612	3,507	6,119

* Due to systems changes during 1976-77, the breakdown for new employees and transfers from unclassified are unavailable. The total appointments are accurate.

SEPARATIONS FROM THE CLASSIFIED STAFF

A. By Age Intervals

	<u>1975-76</u>	<u>1976-77*</u>	<u>1977-78</u>	<u>1978-79</u>
Under 25	1,699		987	777
25 - 34	2,941		2,068	2,040
35 - 44	893		684	643
45 & Over	<u>2,202</u>		<u>2,122</u>	<u>2,049</u>
TOTAL	7,735		5,861	5,509

B. By Salary Intervals

Under - \$7,000	589	32	8
7,000 - 9,999	3,443	1,075	500
10,000 - 14,999	2,841	3,131	3,026
15,000 - 19,999	546	987	1,167
20,000 - 24,999	173	361	433
25,000 - 29,999	93	132	179
\$30,000 and over	<u>50</u>	<u>143</u>	<u>196</u>
TOTAL	7,735	5,861	5,509

C. By Years of Service

1 year or less	1,063	646	248
2 years or less	1,727	760	768
3 years or less	915	657	636
4 years or less	636	560	397
5 years or less	466	396	486
5 years or over	<u>2,928</u>	<u>2,842</u>	<u>2,974</u>
TOTAL	7,735	5,861	5,509

* Due to systems changes during 1976-77, the breakdown for separations of employees from the classified staff is unavailable.

D. By Reason and Sex

	1975-76			1976-77*			1977-78			1978-79		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
Superannuation & Retirement	1,032	655	1,687				936	410	1,346	956	447	1,403
Dismissed	138	104	242				55	32	87	48	30	78
Released							86	136	222	24	16	40
Resigned & Other	2,105	3,317	5,422				1,369	2,296	3,665	1,506	2,193	3,699
Transferred	70	46	116				163	121	284	43	19	62
Death	225	43	268				193	64	257	182	45	227
TOTAL	3,570	4,165	7,735				2,802	3,059	5,861	2,759	2,750	5,509

* Due to systems changes during 1976-77, the breakdown for separations of employees from the classified staff is unavailable.

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1979/80 Annual Report

Ontario Civil Service Commission

CSC



1979/80 Annual Report
Ontario
Civil Service Commission



Secretary

The Management
Board of
Cabinet

Frost Building
Queen's Park
Toronto Ontario
416/965-1772

June 16, 1980

Her Honour,
The Lieutenant Governor of
the Province of Ontario

May it please your Honour:

The undersigned respectfully presents the Annual Report of the Civil
Service Commission of Ontario for the 12 month period ended March 31,
1980.

A handwritten signature in cursive script that reads "George R. McCague".

George R. McCague
Chairman
Management Board of Cabinet





Office of the
Chairman

Civil
Service
Commission

416/965-2076

Frost Building South
Queen's Park
Toronto Ontario
M7A 1Z5

June 16, 1980

The Honourable George R. McCague
Chairman
Management Board of Cabinet

Dear Mr. Minister:

I am pleased to forward to you for your consideration, the Annual
Report of the Civil Service Commission for the Fiscal Year ended
March 31, 1980.

A handwritten signature in cursive script, reading 'G. H. Waldrum'.

G. H. Waldrum
Chairman
Civil Service Commission

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DIRECTORY

Minister to whom the
Commission reports

The Honourable George R. McCague
Chairman
The Management Board of Cabinet

Civil Service Commission

Chairman and Deputy Minister
of the Civil Service Commission Staff

G. H. Waldrum

Commissioners

E. M. McLellan
Assistant Deputy Minister
Ministry of Education

D. Sinclair
Deputy Provincial Secretary for
Provincial Secretariat for
Justice

A. M. Kemp
Director, Personnel
Consumers' Gas Company

T. E. Armstrong, Q.C.
Deputy Minister of Labour

R. J. Butler
Secretary, Management Board
of Cabinet

H. Gilbert
Deputy Minister of
Transportation & Communications

Secretary

R. A. Whitelaw

Civil Service Commission Executive Staff

Executive Director
Compensation Division

J. A. Jackson

Executive Director
Staff Relations Division

J. R. Scott

Director
Pay Policy & Administration Branch

K. W. Skelton

Director
Classification Branch

H. D. Burt

Director
Benefits Policy Branch

E. Aboud

Director
Recruitment Branch

L. Tobias

Director
Staff Development Branch

T. A. Dawes

Executive Secretary
Senior Appointments and Compensation

J. B. Hansen

Director
Personnel Audit Branch

P. G. Schwindt

Director
Administrative Services

I. H. Jennings

Director
Systems Personnel: Standards and
Training Branch

G. McAllister

Personnel Appeal Boards

Chairman
Public Service Grievance Board

Professor R. Presgrave

Chairman
Classification Rating Committee

Professor R. Presgrave

Chairman
Ontario Public Service Labour
Relations Tribunal

O. B. Shime, Q.C.

Chairman
Grievance Settlement Board

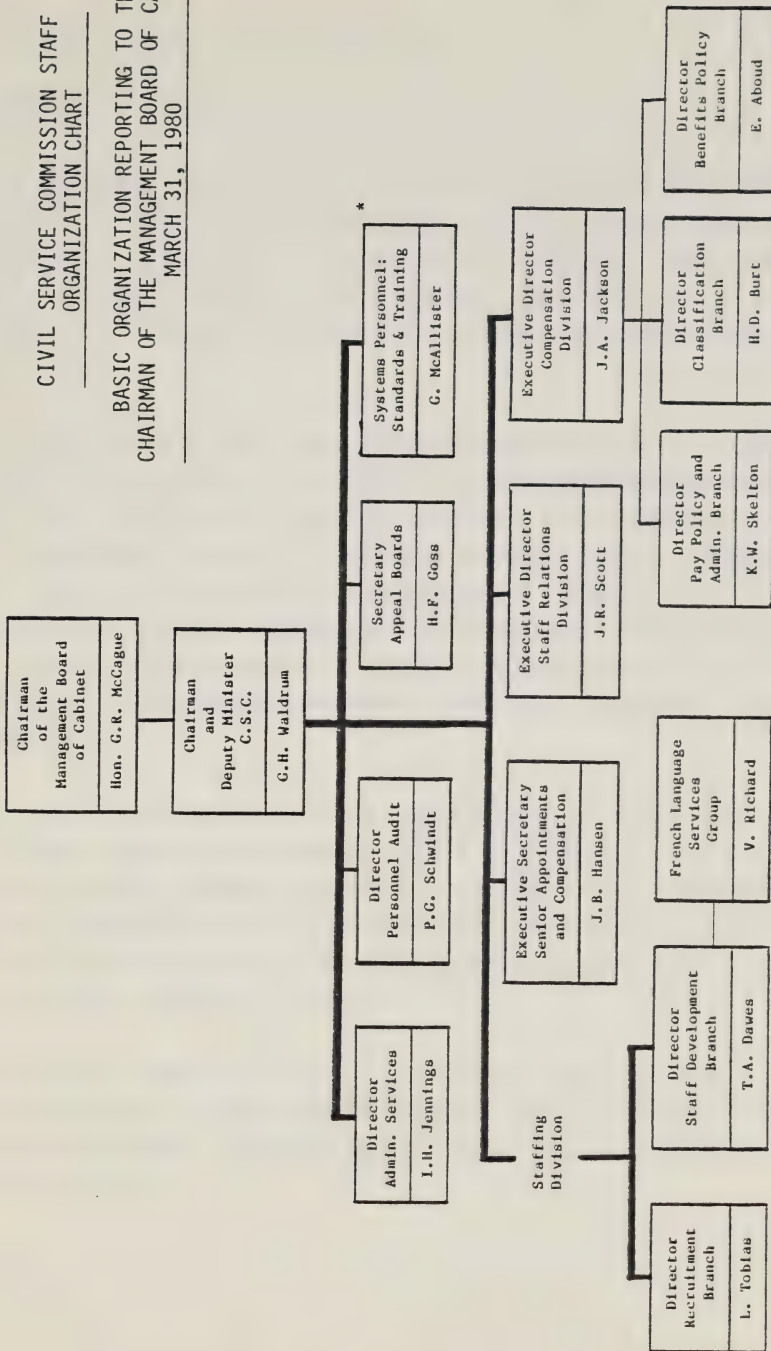
J. F. W. Weatherill

Secretary, Appeal Boards and
Registrar, Tribunals

H. F. Goss

CIVIL SERVICE COMMISSION STAFF ORGANIZATION CHART

BASIC ORGANIZATION REPORTING TO THE CHAIRMAN OF THE MANAGEMENT BOARD OF CABINET MARCH 31, 1980



* This branch has been established for a special project to end March 1981.

INTRODUCTION

During the past year, the Ontario Civil Service Commission was involved in researching and developing new personnel programs for use during the 1980's. This Annual Report for the twelve months, April 1979 to March 1980, highlights the activities of the Commission during the past year, with special attention to new programs and reviews underway, to deal with the personnel matters of the 1980's.

Commission employees are often asked to describe the goal of the Commission. A single definition is difficult with such a diverse employment force totaling more than 80,000 public servants responsible for delivering a wide program of government services. Staff have suggested a goal which seems to represent a broad objective for the Commission. The goal is, "To provide corporate personnel policies, programs and services which, in conjunction with effective leadership and management throughout the public service, will result in a proficient and committed work force, effectively supporting government policies and programs."

In effect, the Commission administers The Public Service Act and develops policies to meet changing requirements of the work place. Over the years, many of the individual personnel matters were delegated to the ministries. As a result, the Commission acts as a coordinating body to develop new policies and to monitor the application of existing policies throughout the Government to ensure the merit principle is upheld.

The Civil Service Commission acts as the central personnel office of the Ontario Government for a wide range of personnel matters including staffing, development, compensation, staff relations, senior appointments, administrative services and audit.

The Commission staff continued their interest in employment programs to assist with the placement of surplus staff as a result of closures of institutions, facilities and programs, to reduce and eliminate the amount of paper work which is required for each personnel transaction, and to introduce practices such as the policy on credentialism and employment of the handicapped.

Special efforts were made to improve the educational and communications systems with the personnel community in the Ontario Government and with program managers throughout the public service. These people are seen as the direct link with the employee in terms of personnel matters. A series of workshops and training sessions, along with the production of new films, and employee orientation packages represented the core of the efforts to communicate with Ontario public servants.

The following chapters in the Annual Report review in detail, the work of the Commission during the past year.

ORGANIZATION OF THE CIVIL SERVICE COMMISSION

The Civil Service Commission is organized on the basis of two divisions and a number of branches, either reporting to the executive directors of the divisions of the Commission or directly to the Chairman. A reorganization within the Commission resulted in changes in the former Staffing Division. As a result, there is no longer an executive director's position. Directors of the two branches report to the Chairman.

COMPENSATION DIVISION

The Compensation Division of the Commission is responsible for the application and administration of the government's compensation policy for 70,000 employees. During the past fiscal year, the payroll for the employees totalled 1.6 billion dollars. The compensation policy of the government is to be a good employer and pay salaries, provide benefits and adhere to fair and equitable salary treatment practices in order to attract and retain competent employees to carry out the programs of the government. The Compensation Division includes three branches, Classification Branch, Pay Policy and Administration Branch and Benefits Policy Branch.

CLASSIFICATION BRANCH

The Classification Branch provides the classification and position administration systems whereby positions in the Ontario Public Service can be established, described, evaluated and classified equitably. In order to do this, the branch provides policies and procedures which govern the methodologies of position description, administration and classification; develops evaluation standards to measure the relative worth of positions; classifies key and other designated positions and institutes such review mechanisms as are appropriate to provide for classification equity across the service.

While the Civil Service Commission establishes the evaluation standards for use across the public service, responsibility for the actual classification of most positions has been progressively delegated to operating ministries, with the central agency retaining only limited classification control. This increasing delegation has enabled the branch to shift its emphasis from day-to-day classification activity towards a performance monitoring and policy and standards setting role.

PAY POLICY AND ADMINISTRATION BRANCH

This branch is responsible for the development of all pay structures, systems and policies used in the Ontario public service.

Each year, it reviews the salary ranges of classes excluded from the bargaining unit and recommends revisions through Management Board of Cabinet to enable the Province to continue to attract and retain the qualified staff needed to run government programs. It also provides assistance to the Staff Relations Division in the determination of bargaining objectives in negotiations with the Ontario Public Service Employees' Union.

This branch develops the policies, regulations, rules and guidelines needed to cover the application of pay, special compensation systems and premium pay as well as providing advice and guidance to ministries to enable uniform treatment of employees. It also provides the specialized advice and input needed by the Staff Relations Division in the negotiations on working conditions.

BENEFITS POLICY BRANCH

This branch is responsible for benefits in the public service and the coordination of pensions in the Ontario public sector. Civil servants have a wide range of benefits as in the public sector, including vacations, holidays and paid sick leave, severance pay, life and disability insurance, hospital and drug insurance pensions and the introduction during the past year, of a dental insurance plan.

The Benefits Policy Branch develops policy within the financial and collective bargaining constraints to provide ministries with guidance on the implementation of these policies.

The branch is responsible for the central attendance recording system and is coordinating a new program developed during the past year to improve attendance.

SENIOR APPOINTMENTS AND COMPENSATION

The office of Senior Appointments and Compensation is responsible for recruitment, placement, compensation and development of executive staff in the Ontario Public Service and reports directly to the Chairman of the Commission. The office also provides the secretariat services required from the Senior Appointments Advisory Committee, which is formed of senior civil servants at the deputy minister level. The committee is responsible for advising the Premier on appointments of individuals to senior positions. The committee also provides assistance and advice to the Chairman of the Commission on matters relating to executive staff in the Ontario Public Service. The executive staff, during the past year, included positions ranging from the deputy minister or board chairman, to executive director level and the program executive group, consisting of 450 branch director and other executive equivalent positions.

STAFF RELATIONS DIVISION

Through the collective bargaining process, the Staff Relations Division is responsible for the levels of pay, employee benefits and other conditions of employment for the Ontario Public Service employees, in the bargaining unit. The division acts on behalf of the Management Board of Cabinet in public service collective bargaining. As part of its program, the division collects and analyzes data on compensation and conditions of employment outside the public service. The division also works to develop uniform standards by ministries in the administration of collective agreements and other staff relations matters. Such assistance includes preparation or presentation of grievances before the Grievance Settlement Board and representing the governments at hearings before the Ontario Public Service Labour Relations Tribunal.

The pay survey program covers collection of compensation data from some 300 public and private sector organizations, the federal and other provincial governments.

RECRUITMENT BRANCH

This branch develops and monitors policy and the provision of training related to the staffing process. The branch also provides a recruitment service including testing skills, inventory and placement for members of the general public seeking employment in the Ontario Government as well as coordinating the placement of all surplus employees. It is important to note that the Civil Service Commission does not act as a central employment agency, but sets the policies from which the ministries seek to recruit the majority of employees.

Historically, the Recruitment Branch of the Civil Service Commission acted as the central staffing agency for the government. Over the years, as the responsibilities were delegated to ministries, the Recruitment Branch became the focal point for development of policy to support the recruitment process. During the past year, the branch has taken an active lead in reviewing and developing the policy on secondment, credentialism, agencies, boards and commissions and unclassified staff.

Part of the Recruitment Branch responsibilities involves workshop training for personnel administrators and line managers to increase their awareness and working knowledge of the recruitment and selection process.

PERSONNEL AUDIT BRANCH

The branch is an internal audit group reporting to the Chairman of the Civil Service Commission. It audits the application of corporate personnel policies and procedures on a service-wide basis. Its purpose is to evaluate compliance with personnel policies, identify potential for improvement in the personnel systems examined, and recommend changes to ministries and the Commission.

SYSTEMS PERSONNEL: STANDARDS AND TRAINING BRANCH

This branch was set up in 1978 for a three-year period in order to provide direct service to improve personnel management for the systems community. During the past two years, the branch has worked to develop and implement change within the systems community to bring this area in line with other organizations within the government. The work has included the completion of a broadbanding project for employees within the systems community, delegation of recruitment to ministries, and programs related to performance appraisal, training and manpower planning. This particular project will be completed at the forecast date of March 1981.

For administrative purposes, the branch reports to the Chairman of the Civil Service Commission. Policy advice and guidance to the branch is provided by a steering committee of 11 deputy ministers.

ADMINISTRATIVE SERVICES BRANCH

Because of its central role, the Commission has the responsibility for carrying out a number of wide-ranging personnel matters for the public service. A number of these are contained within the Administrative Services Branch. For example, the Communications and Publicity Section prepares a twice-monthly tabloid newspaper called topical, and a tabloid newspaper listing various government positions called job mart. Personnel advertising is also coordinated through this section.

Other programs of the Administrative Services Branch include Chaplaincy Services, the Community Trust Campaign, Blood Donor Clinic, the Quarter Century Club and the Personnel Library.

STAFF DEVELOPMENT BRANCH

The focus of this branch is to provide assistance to managers and employees of the Ontario civil service to improve their performance. During the past year a performance appraisal policy for Ontario was established and the performance appraisal resource centre was expanded. The branch also assumed responsibility for the French language training and other French language services of the Commission. Development work is carried out within five organizational units, including Planning and New Programs, Staff Development Services, the Staff Development Centre at Kempenfeldt Bay near Barrie, Career Counselling and French Language Services.

PLANNING AND NEW PROGRAMS

The Planning and New Programs unit is the focal point for the development of improved approaches to human resource management. It develops programs and policies to enhance organization performance, employee job satisfaction and labour-management relations.

This year the section examined jointly with the union, opportunities for introducing organization effectiveness/quality of working life projects within ministries. These initiatives will be based on cooperative efforts of employees, managers and the union, aimed at innovation in the workplace.

A corporate manpower planning program was piloted in the form of reviews of selected occupational groups. These studies deal with such things as career progression, retirements, and employee turnover. The section's work continued in conjunction with the personnel group and communications group manpower planning committees. A review of the class series, development of a specialized orientation program, and an interministry and intergovernment staff exchange program, were approved and will be implemented by the communications manpower planning committee in the coming year.

During the year, considerable effort was directed at improving performance appraisal programs across the Service. Planning and New Programs, with the assistance of ministries, developed guidelines for employee performance appraisal and a corporate policy requiring that every employee's performance be appraised at least once a year. In addition, the unit provided more than one hundred consultations to ministries regarding performance appraisal, staff development policies, variable working hours, and manpower planning. Finally, the staff of this section coordinated the service-wide development of ministry training in customer service skills as an important part of the government's public access project.

STAFF DEVELOPMENT SERVICES

Staff Development Services continued to expand its service in courses and consulting or team interventions.

The three to five day courses cover a wide range of topics which are chosen to improve the performance of civil servants. The 39 different courses can be categorized under the following headings: Management Development, Problem Solving and Decision-Making, Communications Skills and Professional Skills. During the past year, 3,494 civil servants participated in 172 courses.

The consulting or team intervention services continued to be a vital part of the efforts to improve organization effectiveness. The role of the consultant is to help the manager and the work group identify and solve their unique problems. The consultant does not bring answers to problems, but helps the team develop ways of working more effectively within their unit. Staff Development Services provided 290 days of the following types of consulting: teambuilding, third party consultation, process consultation, goal setting, management coaching and organization diagnosis.

STAFF TRAINING AND DEVELOPMENT

	Year ending 31 March			
	1980	1979	1978	1977
Number of nominations	3,912	4,586	4,039	3,325
Number of participants	3,494	3,117	2,570	2,188
Percent of demand	89%	68%	63%	65%
Number of courses run	172	146	123	111
Number of different courses run (excludes repeats)	39	33	27	24
Number of consulting days	290	150	249.5	301
Staff Centre, Number of residence days utilization	11,172	11,293	10,334	11,454
Estimated percent of capacity utilization	70%	71%	65%	71%

ACTIVITIES FOR 1979/80

EXECUTIVE MANPOWER FORECASTING, PLANNING, TRAINING AND DEVELOPMENT

There has been an increasing interest, during the past year, in manpower forecasting, planning, training and development, issues which have been identified as high-priority areas within the Ontario Public Service. A number of initiatives have been undertaken or are in planning stages, particularly as they relate to the management and executive areas.

A Senior Manpower Planning Inventory has been maintained for several years by the office of Senior Appointments and Compensation for the purpose of facilitating the development and appointment of individuals whose experience and skills match the requirements of executive positions. All individuals in executive positions and those assessed as having immediate executive potential are on this inventory, which includes career histories, relevant personal data, career aspirations and assessments of promotability. A process is currently underway, in consultation with ministries, to develop a profile of the general skills common to all executive positions. This profile will become a part of the assessment process executives undergo and will assist in the identification of their developmental needs and their readiness to assume more responsibility.

Projections of executive turnover for a ten-year period have been completed in order to determine the expected need for replacement based on recent trends in retirements, resignations, long-term illness, etc. In addition, a survey was conducted to determine the perceived likelihood of executives taking early retirements or seeking employment outside the service. The information from these two sources has indicated that, based on a continuation of trends during the late 1970's, there will be a need to replace a significant number of executives during the 1980's and that a range of executive development activities should be provided.

Activities have been initiated to develop a pool of high-quality managers and executives to meet the management needs of the 1980's. One increasing need will be to develop executives who have a broad perspective beyond individual program boundaries. This will be facilitated by providing experience of work in different types of positions and settings. A number of such experiential opportunities are available for individuals with the assessed potential to benefit from them. These include career rotations, secondments and exchanges across ministries or with the private sector, special and acting assignments.

Participation in a number of internal or external seminars and special courses is available to executives who qualify, the criteria for many of these being established from a corporate perspective by the Senior Appointments Advisory Committee. Consultation with universities and special institutes has increased, and plans are being developed to identify additional courses offered externally which can help to meet future management needs.

Particular emphasis is being given to the identification of future executives, and an inventory system similar to the one now existing for those in executive positions is being created. Improved information and feedback to these people will help them to develop realistic goals and will help the Ontario Public Service retain high-quality people capable of assuming more responsibility.

MANAGEMENT DEVELOPMENT

Supervisory and management training in the Ontario Public Service is a high priority. In 1979/80, the preliminary estimate is that more than 30,000 person-days of management training was provided. Most of the training at the lower levels of management is provided by the ministries themselves while the Civil Service Commission provides the majority of the training at senior levels. In 1979/80, the Commission provided more than 5,000 person-days of management training and the cost was approximately one million dollars.

During the last year, a special series of courses was initiated for senior managers (the Vanguard Series) emphasizing planning, program evaluation and regulatory reform. This series complements the Commission's ongoing management training which covers a wide spectrum of skills ranging from "Performance Improvement" and "Decision-Making" through "Planning and Control in a Government Environment".

PERFORMANCE APPRAISAL

The Civil Service Commission has reviewed performance appraisal programs in the Ontario Public Service. As part of the commitment to performance management, the Commission established a service-wide performance appraisal policy, which has received the support of all deputy ministers, and which provides broad guidelines without imposing a particular system or format on ministries. The policy requires that civil servants have their performance appraised at least annually.

More than 80% of the ministries now have performance appraisal programs. These programs are at varying stages, from being fully implemented to partially developed. Those ministries which do not have performance appraisal programs established are in the process of doing so. The Commission has received the commitment of all deputy ministers to implement performance appraisal, and early in 1981, the policy will be reviewed after its first full year of operation.

To support the implementation of performance appraisal in ministries, the Civil Service Commission also provides assistance to ministries in designing and implementing their performance appraisal programs. In addition, the Commission maintains a resource centre on current information relevant to performance appraisal, for ministry reference.

MANPOWER CONTROLS AND CONSTRAINTS

The Ontario Government has been concerned about the staff size for some years. The most visible starting event in the recent statistics occurred in 1975 when the Treasurer, in his "supplemental actions" directed a reduction of 1,500 internal administrative staff. External recruitment was halted until such time as a 1,500 complement reduction was effected by each ministry. Since that time, the government has continuously restricted the size of the work force. As a result, the numbers have been in a steady decline since 1975. Directly funded ministry and agency staff at February 1975 numbered 87,109 compared with 82,957 at February 1980. This represents a reduction of 4,152 during the 5 years. It is important to look at a month by month basis to determine the reduction as seasonal fluctuations increase and decrease the unclassified or contract staff, particularly in terms of winter road maintenance or summer parks usage. The total staff strength figures for the government include those on the regular employment or classified force, the unclassified or contract employees and crown employees such as the Ontario Housing and Mortgage Corporation, the Provincial Schools Authority Teachers, Residential Tenancy Commission and the Ontario Labour Relations Board.

COMPENSATION AND TRAINING

A special section was set up within the Compensation Division during the past year to develop and introduce Compensation and Training programs. The programs focus on basic job evaluation, management, compensation and classification grievances. These programs are designed specifically for line managers in order to assist with background information related to the personnel community.

This work is in line with the concept of corporate development of workshops for line management as part of the overall training and development on matters related to personnel areas.

CLASSIFICATION HIGHLIGHTS

The Classification Branch was involved in ongoing and new initiatives. For example:

- During the past year, a complete updating of all of section 8 of Volume 2 of the Manual of Administration was addressed with the contents of the Management Compensation Manual being revised where necessary and incorporated.
- Delegation of authority for ministries to apply retroactive effective dates to classification transactions was approved plus a computerized monitoring system to assess ministry performance in this area was designed.
- About 225 unused management and bargaining unit classes were reviewed and arrangements to delete them were concluded with the Pay Policy and Administration Branch.
- The first phase of a project to streamline the delegation process was completed. Improvements introduced involved a major simplification of the format for the official letter of delegation plus system changes to enable a continuous updating requirement to be discontinued.
- The delegation of classification authority to ministries for all parallel bargaining unit classes was approved. This achieved the Commission objective (with only minor exceptions) to delegate all management and bargaining unit classes to ministries.
- The Broadbanding project within the management and professional layer was completed and evaluation standards for 49 new Occupational Groups were promulgated. Classification authority for these groups was delegated to ministries and throughout the service the process of transferring employees from the previous 736 classes to the new system is almost finalized.

- A variety of essential maintenance projects continued to be carried out where existing classification standards needed restructuring. At present, an extensive review is in progress of the classification system for the Clerical and Office Services Categories and for the Social Work and Institutional classes in the service.

STAFF RELATIONS DIVISION - ACTIVITIES 1979/80

COLLECTIVE BARGAINING

A. Law Enforcement Category

- a) The division negotiated a settlement with the Ontario Provincial Police Association for a renewal agreement covering wages, working conditions and employee benefits for the period April 1, 1979 to March 31, 1980 (3,900 employees).
- b) Negotiated settlement with OPSEU covering wage increases for 27 Instructors, Ontario Police College for the period April 1, 1979 to March 31, 1980.

B. OPSEU Bargaining Unit

Negotiations have been completed on the renewal of wage agreements for the Administrative, Scientific and Professional, Technical, Clerical, Office and Correctional Services categories. Maintenance Services, General Operational and Institutional Care categories are proceeding to arbitration and the Employee Benefits and Working Conditions Agreements are at mediation.

The division also provided advice and guidance to ministries in handling and presenting cases before the Crown Employees Grievance Settlement Board, the Classification Rating Committee and Public Service Grievance Board. Other matters included:

- Direct appearances before the above boards and the Ontario Public Service Labour Relations Tribunal.

- Advice and guidance to ministries in the interpretation and administration of collective agreements and negotiation of local ministry agreements.
- Presentations at Civil Service Commission and ministry seminars, conferences, workshops, etc., as our contribution to training in employee relations.

The pay research work for the 1979/80 pay survey program covered collection of compensation data from some 300 public and private sector organizations (the federal and other provincial governments). In total, information was collected on some 100 bargaining unit and management classifications representing administrative, professional, technical, clerical, operational and institutional care operations. Other matters included:

- Preparation, analysis and provision of compensation data required for Ontario Public Service collective bargaining and pay determination.
- Participation in compensation surveys conducted by other employers and compensation research agencies. Responding to numerous requests made by outside organizations for compensation information on the Ontario Public Service.
- Major re-vamping of the Pay Research Section's computerized program for the processing of pay survey data returns and presentation of findings.

RELATED SERVICES

The Civil Service Commission also has certain responsibilities which naturally come within the jurisdiction of the Corporate Personnel Office.

Employee Communications

These areas include topical and job mart, tabloid style newspapers, distributed to government employees. Topical informs employees of government policies, programs and people. Job opportunities appear in weekly editions of job mart.

Charity Work

Each year United Way campaigns are held in government offices throughout the province. During the 1979 campaign about \$770,000 was collected.

Each year a Cancer Society/Heart Foundation Campaign is coordinated for Metropolitan Toronto and surrounding area. Last year almost \$151,000 was raised. A 1972 agreement establishing the joint Cancer/Heart Campaign divides the campaign funds on a 2 to 1 ratio in favour of the Cancer Society.

Each year a number of Blood Donor Clinics are held in the Toronto/Queen's Park area. During 1979/80, 3,210 units of blood were collected by the Red Cross.

Quarter Century Club

The Quarter Century Club was formed by a group of employees as a meeting ground for long term, continuous service public servants. Each year the government has traditionally provided a banquet to recognize the contribution of the members. The club was started in 1946 with a membership of 165. Today, the club has about 8,250 members. At present, banquets are held in 10 locations. During the past year, almost 1,800 new members joined the Quarter Century Club.

Chaplaincy Services

In 1979/80 the Civil Service Commission, through the Co-ordinator of Chaplaincy Services, co-ordinated the ministry of thirty-seven full-time and eighteen part-time chaplains serving (includes two regionals on Civil Service Commission staff) the Ministries of Community and Social Services, Correctional Services and Health.

Chaplains in these three ministries ensure the provision of pastoral care to the people in the care of, or employ of, government institutions. These chaplains provide training and co-ordination to community clergy and their congregations as they provide pastoral care to residents within institutions and as they move back into the community.

All chaplains in government institutions must be recommended by their denominations. Full-time chaplains must be accredited by the Canadian Council of Churches and thus have had extensive training.

The co-ordination of chaplaincy services is undertaken in co-operation with the Ontario Provincial Inter-Faith Committee on Chaplaincy, which is currently composed of ten different faith groups. Representatives of the three ministries of government that employ chaplains and the Ontario Provincial Inter-Faith Committee on Chaplaincy meet together in a joint committee to set the policy for the provision of pastoral care and ensure that it is implemented.

This past year, a total of thirteen clergy have been enrolled in our one-year internship program for chaplaincy training at Queen Street Mental Health Centre and the Brampton Correctional Complex, under the administration of the Toronto Institute of Pastoral Training. These clergy, upon completion of the program, should be qualified for full-time chaplaincy positions as they become vacant.

PUBLIC SERVICE APPEAL BOARDS

Labour relations and working conditions disputes arising between Crown/Ontario, the employer, and its employees either unionized or individually, may be heard and resolved by application to one of the tribunals established under The Crown Employees Collective Bargaining Act or, as in the case of non-bargaining unit employees, by those under The Public Service Act and Regulations.

The Ontario Public Service Labour Relations Tribunal as empowered by The Crown Employees Collective Bargaining Act, decides disputes between the parties referred to it relative to union representation rights; collective bargaining procedures such as mediation and/or arbitration of collective agreements; good faith bargaining by both parties; alleged strikes and/or lock-outs; consent to prosecute under the Act; inclusions and exclusions of employees under the Act. Employees may appeal matters such as union dues, fair representation, and complaints of irregularities allegedly contravening the Act.

The Grievance Settlement Board, also established under The Crown Employees Collective Bargaining Act, adjudicates disputes such as dismissals, suspensions, discipline, working conditions, classification, and union policy grievances. The Board may interpret collective agreements between the parties. The Tribunal may review its own decisions but Grievance Settlement Board decisions may be reviewed only by the courts and on legal basis rather than matters of merit.

The Public Service Act, and in particular Part 5 of Regulation 749, authorizes the Public Service Grievance Board to sit in quasi-judicial proceedings and to hear employee grievances such as dismissal, suspension, merit increase, promotion, transfer and other working condition matters affecting persons in ministries and who are excluded from bargaining units. Decisions are final, although dismissals are subject to referral to Lieutenant-Governor-in-Council, and to judicial review as with Grievance Settlement Board.

Regulation 749, under The Public Service Act, provides a tribunal for those ministry employees, not in a bargaining unit, who wish to appeal their classifications or the rating of their job.

ACTIVITIES OF THE APPEAL BOARDS *

	<u>On Hand</u> Apr. 1 1979	<u>Received</u>	<u>Withdrawn</u>	<u>Completed</u>	<u>Pending</u> Mar. 31 1980
Tribunal	1	12	2	8	3
Grievance Settlement Board	231	324	28	36	491
Public Service Grievance Board	7	12	8	5	6
Rating Committee	1	10	3	2	6

* Activities for Fiscal Year April 1, 1979 to March 31, 1980.

TOTAL STAFF STRENGTH - ONTARIO PUBLIC SERVICE

		<u>CLASSIFIED</u>	<u>UNCLASSIFIED</u>	<u>CROWN</u>	<u>TOTAL</u>
1978	March	68,412	13,330	2,433	84,175
	April	68,533	12,036	2,432	83,001
	May	68,510	19,595	2,409	90,514
	June	68,454	22,408	2,360	93,222
	July	68,421	28,505	2,369	99,295
	August	68,244	26,314	2,415	96,973
	September	68,291	14,659	2,403	85,353
	October	68,591	12,509	2,369	83,469
	November	68,529	11,850	2,372	82,751
	December	68,550	12,415	2,358	83,323
1979	January	68,526	11,840	2,362	82,728
	February	68,480	12,354	2,351	83,185
	***March	68,412	12,646	2,364	83,422
	April	68,251	12,203	2,375	82,829
	May	68,144	20,003	2,357	90,504
	June	68,058	24,469	2,180	94,707
	July	68,034	28,984	2,175	99,193
	August	67,986	26,594	2,158	96,738
	September	68,045	15,502	2,146	85,693
	October	67,899	13,405	2,181	83,485
	November	68,063	13,378	2,307	83,748
	December	68,061	12,593	2,275	82,929
1980	January	67,984	12,432	2,279	82,695
	February	68,048	12,625	2,284	82,957
	March	67,999	12,241	2,283	82,523

* Includes OPP, Security Guard, Environmental Plant Operator classified staff and Environmental Plant Operator unclassified staff.

** Excludes Lieutenant Governor, Provincial Auditor, Ombudsman and Legislative Assembly.

*** The Annual Report for 1978/79 indicated 68,497 classified staff and a total staff of 83,507 due to an error in reporting by the Ministry of Health.

NOTE: Employees who are receiving Long Term Income Protection are not counted in the above statistics but are reflected in the statistical tables at the back of this report.

APPOINTMENTS* 1979/80

MONTH	YEAR	TOTAL APPOINTMENTS	TOTAL EXTERNAL	TOTAL INTERNAL
April	1979	1,390	296	1,094
May	1979	1,167	316	851
June	1979	1,612	552	1,060
July	1979	1,785	494	1,291
August	1979	2,312	685	1,627
September	1979	1,680	596	1,084
October	1979	1,511	562	949
November	1979	1,982	687	1,295
December	1979	1,109	385	724
January	1980	1,459	447	1,012
February	1980	1,541	413	1,128
March	1980	1,767	491	1,276
TOTAL		19,315	5,924	13,391

* Excludes the Ontario Provincial Police.

Notes on the Statistical Tables

Figures in the following tables include all civil servants recorded on the "Integrated Payroll, Personnel, Employee Benefits System". As with any computerized system, the data involved is subject to errors in coding and delays in input. This system is the only ready source for the types of analyses and trend information which the Commission requires but the data should be read for its general statistical value, not as perfectly accurate "counts".

The reader should also be aware that the figures include staff on leave of absence without pay, since they are civil servants even though not receiving salary or wages. An "inactive payroll" was started on January 1, 1975, in order that the employer's share of pension fund costs (Public Service Superannuation Fund and Superannuation Adjustment Benefits Fund) can be paid, as required by a 1974 arbitration award. Employees placed on this inactive payroll due to disability or injury receive no salary or wages, receiving payments instead from the insurance carrier. Therefore, employees on the Long Term Insurance Plan are included in these Statistical Tables, but as noted, are not included in the Total Staff Strength, Ontario Public Service table on the previous page.

The figures for March 31, 1978 and March 31, 1979 reflect the conversion of staff from unclassified to classified (i.e. civil servant) status which occurred during that period in the implementation of the new manpower policy.

All tables include civil servants employed in the Lieutenant Governor's Office, OPP Uniformed Staff and those employed as Environmental Plant Operators with the Ministry of the Environment. The Offices of the Provincial Auditor, Ombudsman and the Legislative Assembly no longer employ civil servants.

CIVIL SERVICE ENROLMENT

<u>JUSTICE POLICY FIELD MINISTRIES</u>	Fiscal Year ending Mar. 31, 1978	Fiscal Year ending Mar. 31, 1979	Fiscal Year ending Mar. 31, 1980
Attorney General	2,962	2,948	3,017
Consumer & Commercial Relations	1,767	1,854	1,838
Correctional Services	4,542	4,630	4,707
Solicitor General	<u>1,636</u>	<u>1,637</u>	<u>1,531</u>
	10,907	11,069	11,093

RESOURCES DEVELOPMENT POLICY FIELD MINISTRIES

Niagara Escarpment Commission	-	3	2
Agriculture & Food	1,612	1,540	1,550
Energy	70	93	100
Environment	1,569	1,443	1,349
Industry & Tourism	492	500	498
Ontario Development Corporation	195	186	170
Ontario Place Corporation	40	56	57
Labour	1,104	1,166	1,272
Natural Resources	3,902	4,420	4,413
Northern Affairs	123	152	153
Transportation & Communications	<u>10,653</u>	<u>10,466</u>	<u>10,307</u>
	19,760	20,025	19,871

SOCIAL DEVELOPMENT POLICY FIELD MINISTRIES

Community & Social Services	10,124	10,250	10,509
Colleges & Universities	645	624	615
Education	1,603	1,549	1,473***
Health	12,024	11,731	11,407
Culture & Recreation	<u>572</u>	<u>896</u>	<u>879</u>
	24,968	25,050	24,883

**GENERAL GOVERNMENT
MINISTRIES**

	<u>Mar. 31, 1978</u>	<u>Mar. 31, 1979</u>	<u>Mar. 31, 1980</u>
Cabinet Office	32	31	33
Management Board of Cabinet	250	251	250
Government Services	3,000	2,927	2,870
Justice Policy Secretariat	11	15	12
Office of the Premier	46	45	48
Housing	1,043	1,055	1,086
Resources Policy Secretariat	16	16	15
Revenue	3,938	3,920	3,848
Social Policy Secretariat	22	42	36
Treasury and Economics	617	435	415
Intergovernmental Affairs	*	197	195
	8,975	8,934	8,808

<u>TOTAL SERVICE</u>	64,610	65,078	64,655
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Provincial Auditor	54	**	**
Lieutenant Governor's Office	4	4	4
OPP Uniformed Staff	3,975	3,994	4,141
Environmental Plant Operators	431	558	648
Office of the Ombudsman	95	**	**
Legislative Assembly	127	**	**
	69,296	69,634	69,448

* The Ministry of Treasury, Economics and Intergovernmental Affairs was divided into the Ministry of Treasury and Economics and the Ministry of Intergovernmental Affairs.

** Provincial Auditor, Office of the Ombudsman and Legislative Assembly no longer employ civil servants.

*** Ministry of Education includes the Education Relations Commission.

DISTRIBUTION OF TOTAL SERVICE

A. <u>By Age Intervals</u>	<u>Mar. 31, 1978</u>	<u>Mar. 31, 1979</u>	<u>Mar. 31, 1980</u>
Under 25	6,061	5,700	5,374
25 - 34	21,471	21,707	21,618
35 - 44	15,015	15,573	16,023
45 & Over	26,749	26,654	26,433
TOTAL	69,296	69,634	69,448
B. <u>By Staff Type</u>			
Regular	61,979	63,237	62,848
Probationary	7,317	6,397	6,600
TOTAL	69,296	69,634	69,448
C. <u>By Sex</u>			
Males	42,085	41,796	41,086
Females	27,211	27,838	28,362
TOTAL	69,296	69,634	69,448

Distribution of Total Service (Continued)

D. <u>By Salary Intervals</u>	<u>Mar. 31, 1978</u>	<u>Mar. 31, 1979</u>	<u>Mar. 31, 1980</u>
Under - \$10,000	6,618	3,538	1,096
10,000 - 14,999	31,656	32,246	30,368
15,000 - 19,999	19,088	18,250	17,240
20,000 - 24,999	6,482	9,304	12,269
25,000 - 29,999	2,665	3,181	4,414
30,000 - 34,999	1,852	1,874	2,087
\$35,000 & Over	<u>935</u>	<u>1,241</u>	<u>1,974</u>
TOTAL	69,296	69,634	69,448

E. By Year of Appointment

1980			1,121*
1979	-	1,011*	5,318
1978	1,355*	5,912	5,095
1977	5,318	4,537	3,916
1976	4,340	3,782	3,309
1975	4,444	4,003	3,634
1974	5,948	5,493	5,071
1973	4,878	4,530	4,172
1972	4,557	4,283	4,003
1971 & Before	<u>38,456</u>	<u>36,083</u>	<u>33,809</u>
TOTAL	69,296	69,634	69,448

* Represents the first quarter of the calendar year.

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1980

A. By Age and Salary Groups

SALARY	UNDER 25	25-34	35-44	45-54	55-64	65 & OVER
Under - \$10,000	510	204	117	87	168	10
10,000 - 14,999	3,758	9,813	5,638	5,376	5,651	132
15,000 - 19,999	1,053	5,889	3,812	3,534	2,901	51
20,000 - 24,999	53	4,308	3,743	2,514	1,623	28
25,000 - 29,999	0	971	1,410	1,256	766	11
30,000 - 34,999	0	169	263	234	138	2
\$35,000 & Over	0	264	1,040	1,123	806	22
Total	5,374	21,618	16,023	14,124	12,053	256
Percentage	7.73%	31.13%	23.08%	20.34%	17.36%	0.36%

B. By Sex and Salary Groups

	Total	UNDER 10,000	10,000-14,999	15,000-19,999	20,000-24,999	25,000-29,999	30,000-34,999	35,000 & OVER
Males	41,086	153	10,665	12,956	9,826	3,804	1,894	1,788
Females	28,362	943	19,703	4,284	2,443	610	193	186
Total Numbers	69,448	1,096	30,368	17,240	12,269	4,414	2,087	1,974
Percentage		1.57%	43.73%	24.83%	17.67%	6.36%	3.00%	2.84%

APPOINTMENTS TO THE CLASSIFIED STAFF

A. By Age Intervals

	<u>1977-78</u>	<u>1978-79</u>	<u>1979-80</u>
Under 25	2,172	2,136	2,162
25 - 34	2,438	2,496	2,490
35 - 44	839	818	842
45 & Over	<u>775</u>	<u>669</u>	<u>589</u>
TOTAL	6,224	6,119	6,083

B. By Salary Intervals

Under - \$10,000	2,013	1,492	1,069
10,000 - 14,999	3,139	3,275	3,298
15,000 - 19,999	706	1,003	1,257
20,000 - 24,999	259	212	251
25,000 - 29,999	56	80	127
30,000 - 34,999	38	40	42
35,000 & Over	<u>13</u>	<u>17</u>	<u>39</u>
TOTAL	6,224	6,119	6,083

Classified Service Appointments by Staff Type and Sex

	1977-78			1978-79			1979-80		
	<u>MALES</u>	<u>FEMALES</u>	<u>TOTAL</u>	<u>MALES</u>	<u>FEMALES</u>	<u>TOTAL</u>	<u>MALES</u>	<u>FEMALES</u>	<u>TOTAL</u>
New Employees	1,911	2,022	3,933	1,759	1,829	3,588	1,660	2,121	3,781
Re-hires	461	820	1,281	360	693	1,053	415	947	1,362
Transfers from Unclassified	<u>372</u>	<u>638</u>	<u>1,010</u>	<u>493</u>	<u>985</u>	<u>1,478</u>	<u>257</u>	<u>683</u>	<u>940</u>
TOTAL	2,744	3,480	6,224	2,612	3,507	6,119	2,332	3,751	6,083

SEPARATIONS FROM THE CLASSIFIED STAFF

A. By Age Intervals

	<u>1977-78</u>	<u>1978-79</u>	<u>1979-80</u>
Under 25	987	777	799
25 - 34	2,068	2,040	2,483
35 - 44	684	643	886
45 & Over	<u>2,122</u>	<u>2,049</u>	<u>2,249</u>
TOTAL	5,861	5,509	6,417

B. By Salary Intervals

Under - \$10,000	1,107	508	312
10,000 - 14,999	3,131	3,026	3,419
15,000 - 19,999	987	1,167	1,545
20,000 - 24,999	361	433	614
25,000 - 29,999	132	179	278
30,000 - 34,999	80	131	112
35,000 & Over	<u>63</u>	<u>65</u>	<u>137</u>
TOTAL	5,861	5,509	6,417

C. By Years of Service

1 year or less	646	248	362
2 years or less	760	768	673
3 years or less	657	636	609
4 years or less	560	397	601
5 years or less	396	486	350
5 years or over	<u>2,842</u>	<u>2,974</u>	<u>3,822</u>
TOTAL	5,861	5,509	6,417

D. By Reason and Sex

	1977-78			1978-79			1979-80		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
Superannuation & Retirement	936	410	1,346	956	447	1,403	985	452	1,437
Dismissed	55	32	87	48	30	78	35	24	59
Released	86	136	222	24	16	40	42	35	77
Resigned & Other	1,369	2,296	3,665	1,506	2,193	3,699	1,818	2,689	4,507
Transferred	163	121	284	43	19	62	59	32	91
Death	193	64	257	182	45	227	187	59	246
TOTAL	2,802	3,059	5,861	2,759	2,750	5,509	3,126	3,291	6,417

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Civil Service Commission



Ontario



1980/81 Annual Report

CIVIL SERVICE COMMISSION 1980/81

ANNUAL REPORT

ONTARIO CIVIL SERVICE COMMISSION





Office of the
Chairman

The Management
Board of
Cabinet

Frost Building
Queen's Park
Toronto Ontario
416/965-6795

March 31, 1981

His Honour,
The Lieutenant Governor of
the Province of Ontario

May it please your Honour:

The undersigned respectfully presents the Annual Report of the Civil
Service Commission of Ontario for the 12 month period ended March 31,
1981.

A handwritten signature in cursive script that reads "George R. McCague".

George R. McCague
Chairman
Management Board of Cabinet



Office of the
Chairman

Civil
Service
Commission

416/965-2076

Frost Building South
Queen's Park
Toronto Ontario
M7A 1Z5

March 31, 1981

The Honourable George R. McCague
Chairman
Management Board of Cabinet

Dear Mr. Minister:

I am pleased to forward to you for your consideration, the Annual
Report of the Civil Service Commission for the Fiscal Year ended
March 31, 1981.

A handwritten signature in cursive script, reading "G. H. Waldrum".

G. H. Waldrum
Chairman
Civil Service Commission

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DIRECTORY

Minister to whom the
Commission reports

The Honourable George R. McCague
Chairman
The Management Board of Cabinet

Civil Service Commission

Chairman and Deputy Minister
of the Civil Service Commission Staff

G. H. Waldrum

Commissioners

E. M. McLellan
Deputy Provincial Secretary for
Social Development

D. Sinclair
Deputy Provincial Secretary for
Justice

A. M. Kemp
Director, Personnel
Consumers' Gas Company

T. E. Armstrong, Q.C.
Deputy Minister of Labour

R. J. Butler
Secretary, Management Board
of Cabinet

H. Gilbert
Deputy Minister of
Transportation & Communications

Secretary

R. A. Whitelaw

Civil Service Commission Executive Staff

Executive Director
Compensation Division

J. A. Jackson

Executive Director
Staff Relations Division

J. R. Scott

Director
Pay Policy & Administration Branch

K. W. Skelton

Director
Classification Branch

H. D. Burt

Director Benefits Policy Branch	E. Aboud
Director Recruitment Branch	L. Tobias
Director Staff Development Branch	T. A. Dawes
Executive Secretary Senior Appointments and Compensation	J. B. Hansen
Director Personnel Audit Branch	P. G. Schwindt
Director Administrative Services	I. H. Jennings
Director Systems Personnel: Standards and Training Branch	G. McAllister

Public Service Appeal Boards

Chairman Public Service Grievance Board	Professor C. G. Simmons
Chairman Classification Rating Committee	Professor C. G. Simmons
Chairman Ontario Public Service Labour Relations Tribunal	O. B. Shime, Q.C.
Chairman Grievance Settlement Board	J. F. W. Weatherill
Secretary, Appeal Boards and Registrar, Tribunals	H. F. Goss

INTRODUCTION

I am pleased to take this opportunity, by way of the Annual Report, to outline briefly the work of the Ontario Civil Service Commission during the past year. The Commission is required by The Public Service Act to present annually, through the Minister to the Lieutenant Governor in Council, a report on the performance of its duties during the preceding year. The report serves as an ideal opportunity to outline the work of the Commission for the 12 months between April, 1980 and March, 1981. The information seeks to highlight the activities of the Commission during the past year in its work to research and develop new personnel programs and to assist with the implementation of personnel practices throughout the government.

The Civil Service Commission of Ontario is responsible for the administration of The Public Service Act and develops policies to meet the changing requirements of the work place. As the complexity of personnel requirements by individual ministries has increased over the years, the Commission has delegated a considerable amount of personnel responsibility to the ministries. As a result of this delegation, the Commission develops the programs and policies for a wide range of personnel matters, including staffing, compensation and benefits, staff relations, senior appointments, administrative services, and audit.

I believe that an important aspect of the Commission's work is the opportunity staff development provides to improve performance for all the employees. During the year, 3,663 employees participated in 188 courses and work-shops, and 337 days of consulting were carried out by the staff development branch at individual ministry work-sites.

One of the key directions during the past year has been the design and implementation of a series of manpower development policies to ensure special training and additional experience for our managers. For example, the Commission has encouraged executive career rotations, secondments, and exchanges,

both within the service and outside, and will increase the opportunity for selected individuals to move to new positions which will broaden their experience and help them gain a more corporate perspective.

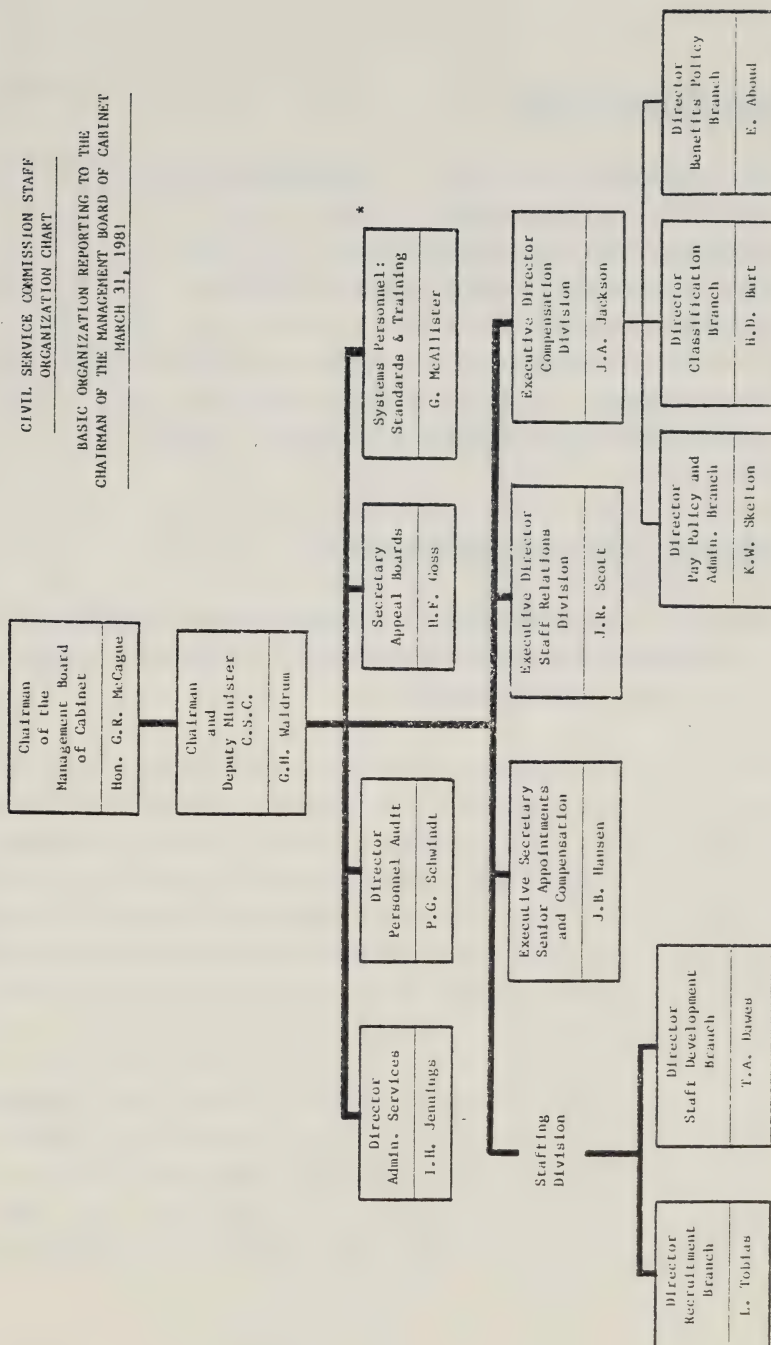
Another important area in terms of awareness of programs within the Ontario government is the orientation policy and information package which has been prepared and distributed to ministries. This information package is designed to assist ministries to familiarize their new employees with the work of the Ontario government. The information provides particular emphasis on service provided to the public, the role of civil servants in providing that service, and the rights and responsibilities of civil servants in connection with their employment with the government. The Commission views the orientation program as a way to increase the understanding of our civil servants of the broader aspects of government services, as well as the individual services provided by each of the ministries.

The following chapters in the Annual Report are designed to give more detail on the work during the past year. However, I think it important to note the work which has been undertaken on the matter of performance appraisal policies. The performance appraisal policy has placed a strong emphasis on improving job performance throughout the service. The Commission staff is working with ministries on developing extensive programs and training, in the area of performance appraisal, to assist in the development and enhancement of the individual's ability to do the job or to determine training needs. As a result, the employee may be able to cope with more demanding positions in the future. These performance appraisal reviews give the supervisor an ideal opportunity to discuss with the employee any area of deficiency, as well as areas of excellence, thereby leading to ways of improving job performance.

G. H. Waldrum
Chairman
Civil Service Commission

CIVIL SERVICE COMMISSION STAFF
ORGANIZATION CHART

BASIC ORGANIZATION REPORTING TO THE
CHAIRMAN OF THE MANAGEMENT BOARD OF CABINET
MARCH 31, 1981



* This branch, established for a special project, was abolished March 31, 1981.

COMPENSATION DIVISION

The Compensation Division is responsible for the application and administration of the government's compensation policy for approximately 70,000 employees. The compensation policy of the government is to be a good employer and pay salaries, provide benefits and adhere to fair and equitable salary treatment practices in order to attract and retain competent employees to carry out the programs of the government. The Compensation Division includes three branches, Pay Policy and Administration Branch, Classification Branch, and Benefits Policy Branch and the Special Compensation and Training Section.

PAY POLICY AND ADMINISTRATION BRANCH

The overall responsibility of the Pay Policy and Administration Branch is the development and publication of all pay structures, systems, and policies used by the Ontario Public Service.

To this end, the branch reviews annually the salary ranges of classes excluded from the bargaining unit and recommends, through the Management Board of Cabinet, salary revisions which allow the provincial government to continue to attract and retain the qualified staff it needs to run its programs. The branch also assists the Staff Relations Division in setting bargaining objectives for salary negotiations with the Ontario Public Service Employees' Union and provides advice as requested by the division in negotiations on working conditions.

The branch develops the legislation, policy, and procedures required in administering pay transactions, special compensation systems, and premium pay to ensure equitable and consistent treatment for provincial government employees. It also provides interpretation and advice to personnel practitioners in ministries at their request on the application of pay policy.

Highlights of 1980-81

1. Management Salary Revisions - April 1980

Cost	\$26,037,569
No. Employees Covered	11,352

2. Management Compensation Option

Introduced this for employees in classes in Schedule 6 excluded from the bargaining unit as part of the April 1 pay revisions for the Management Compensation Plan. Each eligible employee received five days' credit per year which may, at the employee's choice, be taken as time off or a lump sum payment for all or the unused balance of credits outstanding at the end of the financial year. This is not an extra week's pay or vacation since the salary revisions were reduced to cover the expected cost.

CLASSIFICATION BRANCH

The Classification Branch provides the classification and position administration systems whereby positions in the Ontario Public Service can be established, described, evaluated, and classified equitably. In order to do this, the branch provides policies and procedures which govern the methodologies of position description, administration, and classification; develops evaluation standards to measure the relative worth of positions; classifies key and other designated positions and institutes such review mechanisms as are appropriate to provide for classification equity across the service.

While the Civil Service Commission establishes the evaluation standards for use across the public service, responsibility for the actual classification of most positions is delegated to operating ministries, with the central agency retaining only limited classification control. The branch's current emphasis is classification policy development, standards-setting and classification performance monitoring through newly-developed classification trend data systems.

Classification Highlights

The Classification Branch was involved in ongoing and new initiatives. For example:

- About 212 unused management and bargaining unit classes were reviewed and arrangements to delete them were concluded with the Pay Policy and Administration Branch and approved by the Civil Service Commission.
- 102 management classes were transferred to the bargaining unit as agreement was reached with OPSEU to transfer all or some of the employees from excluded status to bargaining unit status under the provisions of The Crown Employees Collective Bargaining Act.

- A variety of essential projects continued to be carried out where classification standards needed restructuring. At present, an extensive review is in progress on the classification system for the Clerical and Office Services Categories, for the Social Work and Institutional classes in the service, systems officers, publicity and communication positions, education officers, together with an extensive program of classification standards maintenance.
- A corporate computerized monitoring and review program was introduced to ensure that centrally classified key positions are fulfilling their stabilizing role in the overall classification process. This completes implementation of the Civil Service Commission's key position program, a program which provides service-wide classification control and consistency in the Management Compensation Plan.
- A number of major improvements were made to the computerized organization chart system which the Civil Service Commission maintains for its own and ministry use. The accuracy of certain information reported was significantly improved through the identification and use of more reliable data sources and additional indexes were added to facilitate user access of the wide variety of information available from the system.
- Several computerized monitoring systems were developed which will permit the Civil Service Commission to keep ministries informed regarding their performance in selected position administration activities against both corporate standards as well as service-wide norms. These computerized monitoring systems address subjects such as age of position specifications and retroactivity associated with classification, and they form the nucleus of a Civil Service Commission monitoring and reporting system scheduled to become operational at the beginning of the 1981-82 fiscal year.

BENEFITS POLICY BRANCH

Civil servants have a wide range of benefits, including vacations, holidays, and paid sick leave, severance pay, life and disability insurance, hospital and drug insurance, a dental plan, and pensions. The Benefits Policy Branch has the responsibility for policy establishing and governing these benefits in the public service. The policy initiatives within the framework of the financial and collective bargaining restraints is also the responsibility of the branch. The branch also coordinates public sector pension plan issues for the Management Board.

During the past year, the branch was actively involved in the attendance improvement program.

Attendance Improvement Program

In an attempt to compare absenteeism in the Ontario Public Service with that experienced by major employers in Ontario, the Civil Service Commission carried out a survey of 98 of the largest employers in Ontario, 51 of which are in the private sector and 47 in the public sector.

Survey results paralleled those of the survey carried out by the Ministry of Labour and private researchers who found that few employers maintain and analyze absenteeism records. It is therefore not possible to determine a trend at this time.

Business and industry have, however, recently acknowledged that costs of absenteeism are high and organizations such as the Conference Board have held seminars across Canada in order to assist employers to identify the problem and its effect on productivity and then to deal with it. The development of computerized systems to analyze absence statistics for large employers is, however, a difficult and costly process and it will take time before major employers in Canada will have the benefit of this information.

The Central Attendance Recording System became operational in July 1978. This system is one of the most comprehensive in operation at present but, since there was no model in existence for us to follow, a considerable amount of development work has been and continues to be carried out to ensure that the statistics reflect experience as closely as possible.

For the 12-month period ending September 30, 1980, days lost because of sickness as a percentage of potential working days averaged 4.68% for the whole service as compared to 5.01% for the previous 12-month period.

Employee absence because of injury or illness is a fact which is recognized in the public service by the provision of sickness and disability benefits. Results of research into causes of absenteeism in North America, however, clearly indicate that the degree of disability experienced by an employee who is sick is greatly affected by non-medical factors such as: personal problems, working conditions, relationships with supervisors and co-workers.

One of the major objectives of the program is therefore the training of supervisors to equip them to take remedial action where necessary, e.g. improvement of working conditions and job content, assistance to employees in dealing with health and personal problems and, as a last resort, progressive disciplinary procedures. Absences will also form part of the performance review of supervisors and employees. As ministries succeed in providing this training and CARS information to all their supervisory staff, it will become possible to establish realistic attendance targets.

SPECIAL COMPENSATION AND TRAINING SECTION

The section combines two separate areas of responsibility for special compensation and training and communications.

Special Compensation provides advice and consultation on the utilization and application of current and emergent technologies in the field of compensation; a compensation advisory service on executive allocation and compensation issues which has cross-divisional/service implications or is for specialized groups both within and outside the government.

Training and Communication which provides training for the personnel community and line managers in the area of compensation and communication of compensation systems to all employees of the Ontario Public Service.

Highlights of 1980-81

Computerized Job Evaluation System

A pilot inter-active formatted screen system was developed to assist in the decision-making process of job evaluation and classification for the Executive Compensation Plan (600 positions).

A terminal room with a visual display unit, printer capability is centrally located for use of all Civil Service Commission staff involved in the classification process.

Compensation Training Package for Line Managers

A corporate compensation training program was initiated with the first training module being the "Classification Grievance Workshop for Line Managers". The one-day workshop is an intensive overview of the line manager's role in the grievance process with the focus on prevention. Ministry personnel were trained to deliver the module to their managers.

Statistics - 1980-81

Number of Ministries participating in workshops	17
Number of Train the Trainer Workshops	6
Number of Participants	90
Number of Pilot Manager's Workshops	80
Number of Participants	6

Compensation Training Program for Personnel Officers

The program exists to provide training courses on compensation to personnel officers throughout the Ontario Public Service.

Statistics - 1980-81

Number of Personnel Officers trained this year	137
Number of Courses given this year	10
Total Number trained since program started in 1975	1,285

Communication Program

A 10-minute film was produced, explaining the Management Compensation Plan (broadbanding) to line managers in the government. The film was shown to members of the personnel community across the service, and copies have been produced at ministries' requests for inclusion in their orientation program for line managers.

STAFF RELATIONS DIVISION

The negotiation of collective agreements covering wages, employee benefits, and working conditions for bargaining unit employees in the Ontario Public Service continued to be a major activity of the division.

During the year:

- An agreement covering wages, working conditions, and employee benefits for some 3,900 uniformed staff in the OPP for the period April 1, 1980 to March 31, 1981, was negotiated with the Ontario Provincial Police Association.
- An agreement covering wage increases for the period April 1, 1980 to March 31, 1981 for 26 instructors at the Ontario Police College was negotiated with the Ontario Public Service Employees' Union.
- A two-year agreement, January 1, 1980 to December 31, 1981, was negotiated with the Ontario Public Service Employees' Union covering working conditions and employee benefits for some 52,000 employees.
- Agreements, effective January 1, 1980, with respect to wages for classifications in the Institutional Care (6,300 employees), General Operational Services (4,400 employees) and Maintenance Services (6,400 employees) categories were also implemented during the year. The agreements resulted from arbitral awards handed down in the summer of 1980.
- One-year agreements, January 1981 to December 31, 1981, were negotiated with the Ontario Public Service Employees' Union for wage increases to classifications in the Scientific and Professional Services, Maintenance Services, Technical Services, Clerical Services, and Office Services categories.
- A nine-month agreement, effective from April 1, 1981, was negotiated on wage increases for classifications in the Institutional Care Category.
- At year end, direct negotiations on 1981 wage increases for classifications in the Administrative Services and General Operational Services categories were unsuccessful and these disputes had been referred to arbitration for resolution.

Staff of the division also provided advice and assistance to agencies, boards and commissions such as the Niagara Parks Commission, Ontario Housing Corporation, Provincial Schools Authority, and Liquor Control Board in their negotiation of collective agreements and other staff relations matters.

The division continued its discussions with OPSEU with respect to the application of the criteria for exclusion of positions from the bargaining unit, as defined by The Crown Employees Collective Bargaining Act.

Activities involving the administration of collective agreements, the interpretation of collective bargaining legislation, employee relations training, and the resolution of employee relations problems continued to be a significant part of the division's operations.

- Advice and guidance were provided to ministries in the interpretation and administration of collective agreements and the negotiation of local ministry agreements.
- Assistance was provided to ministries in the preparation and presentation of cases before the Crown Employees Grievance Settlement Board, the Public Service Grievance Board, and the Classification Rating Committee.
- Direct appearances by staff of the division were made before the above-mentioned boards and the Ontario Public Service Labour Relations Tribunal.
- Presentations on employee relations subjects were made at Civil Service Commission and ministry seminars, workshops, conferences, etc.

The Pay Research Section, during the year, continued to provide compensation data and other services in support of collective bargaining and compensation administration.

- Pay surveys were conducted to obtain compensation data from private and public sector organizations, the federal and other provincial governments.
- Compensation and labour relations data was compiled, analyzed and tabulated for use in Ontario Public Service collective bargaining negotiations and compensation administration.
- Requests by other organizations for compensation information on the Ontario Public Service were responded to by the section.

RECRUITMENT BRANCH

The branch goal is to provide cost-effective staffing systems and services which enable and require ministries to fill positions in the Ontario Public Service with people who are:

- qualified and competent;
- selected and promoted on the basis of merit;
- treated fairly and in accordance with relevant acts, regulations and agreements in all matters related to staffing.

To achieve this goal, the branch is organized into three sections:

- a) The Policy Section develops and monitors the application of staffing policies. Advice, interpretations and assistance are provided to ministries which conduct their own recruitment and selection activities under delegated responsibility. The section retains the responsibility for the recruitment of personnel administrators and coordinates the placement of surplus staff. Monitoring of staffing activities in ministries provides information for decision-making at the ministry and corporate levels. Special policy-related projects are undertaken to improve and streamline the staffing process and to resolve associated problems.
- b) The Staffing Training Section provides technical and skill-building instruction to personnel administrators and program managers in the staffing process and its application. Training workshops are provided for ministry staff, designed to meet their unique requirements. By ensuring that the staffing process is well understood and properly applied, the requirement for direct control over staffing transactions is minimized.
- c) The Staffing Section provides direct staffing services, both to ministries and the public. The section operates the government's temporary help service, which provides competent staff, on a charge-back basis, to ministries which need assistance due to short-term peak workload growth, temporary absence of staff, or the operating of temporary or experimental

programs. The section also provides a recruitment service for the public seeking permanent employment in the Ontario Public Service and assists ministries in filling permanent vacancies by maintaining an inventory of competent and job-ready candidates. A special program of assistance in placing handicapped persons is administered.

The section provides testing services for clerical, typing, and stenographic skills to ensure the acceptable competence levels of candidates on inventory.

Some Activity Highlights of 1980/81

In the policy section, a major change in the staffing process was introduced with the elimination of staffing standards as the minimum criteria for acceptance into vacancies. Instead, selection criteria, directly related to each position and determined by the line manager, are required. This eliminated a large volume of documentation. Revisions are being made to policies on the treatment of surplus staff and major efforts have been made in the placement of such staff. Work on the feasibility of establishing permanent part-time employment was begun.

In the training section, a plan was developed to delegate to ministries the responsibility for training their own managers in the staffing process. This delegation is necessary to ensure that all who are involved in the staffing process are trained within a reasonable period. Special workshops were organized to prepare ministry personnel officers to deliver the necessary training and a manual was developed to assist new trainers in disseminating this material to their ministry managers. The delegation will commence in the coming fiscal year.

In the staffing section, internal procedures were streamlined to simplify and improve the public's access to employment opportunities and the ministries' access to the inventory of candidates. Additional cost control measures were introduced to assure the continued efficiency of the operation.

As a result of the government's decision to relocate certain activities to Oshawa and Kingston, some employees have indicated their inability to relocate with their positions. In an effort to find alternative employment for them in Metro Toronto, a special strategy has been developed and is in operation.

APPOINTMENTS 1980/81*

MONTH	YEAR	TOTAL APPOINTMENTS	TOTAL EXTERNAL	TOTAL INTERNAL
April	1980	1,170	319	851
May	1980	1,544	579	965
June	1980	1,888	562	1,326
July	1980	1,489	452	1,037
August	1980	1,565	539	1,026
September	1980	1,352	533	819
October	1980	1,728	600	1,128
November	1980	1,542	556	986
December	1980	940	298	642
January	1981	1,655	530	1,125
February	1981	1,238	372	866
March	1981	1,295	456	839
TOTAL		17,406	5,796	11,610

* Excludes OPP Uniform Staff

STAFF DEVELOPMENT BRANCH

This branch provides services to managers and employees throughout the government with the primary purpose of helping them to improve their performance. Development work is carried out within five organizational units: Planning and New Programs, Staff Development Services, the Staff Development Centre at Kempenfeldt Bay near Barrie, Career Counselling, and French Language Services.

Planning and New Programs

The Planning and New Programs unit is the focal point for the provision of improved approaches to human resource management. Programs and policies are developed to enhance organization performance, employee job satisfaction and employee-manager relations.

The section continued to examine jointly with the union and Management Board opportunities for introducing organization effectiveness/quality of working life projects within selected ministries. These initiatives will be based on cooperative efforts of employees, managers, and the union, to experiment with innovation in the workplace. On February 10, 1981, a Joint Statement of Purpose and Shelter Agreement formally covering willingness to proceed with Quality of Working Life experiments were signed by the Chairman of the Civil Service Commission and the Vice-Chairman of the Ontario Public Service Employees' Union.

A corporate manpower planning program is under development with the first phase focussing on scans of selected occupational groups. These studies dealt with such things as potential retirements, turnover data, and career progression. The section also assisted the personnel manpower planning committee with the pilot of a personnel training program. Through assessment centre techniques, potential personnel administrators were identified and placed on temporary training assignments. As well, the section continued work in conjunction with the communications council manpower planning committee in drafting a revised class series.

Planning and New Programs continued to offer assistance to ministries on the implementation of the performance appraisal policy, and review of the policy was undertaken at the end of the year.

With the assistance of ministries, the sections of Regulation 749 under The Public Service Act dealing with staff development were revised and a new corporate policy on staff development was issued in which a major change was a move away from bursary support for certain types of educational leave to a system which provides for the granting of repayable awards.

During the year, the unit provided more than 400 consultations to ministries regarding performance appraisal, staff development policies, variable working hours, employee orientation, and manpower planning.

Staff Development Services

Staff Development Services continued to expand its courses, workshops and consulting or team interventions for the purpose of improving the work performance of individual employees and work teams in the Ontario Public Service.

The 39 two to five-day courses and workshops cover a wide range of topics and fall under one of the following categorizations: Management Development, Problem-Solving and Decision-Making, Communication Skills, Life Planning Skills, and Professional Skills. During the past year, 3,663 civil servants participated in the 188 offerings of these courses. A wide range of courses and workshops under the Vanguard Series for Senior Managers also continued to be offered.

The team intervention or consulting and organization development services are an integral and vital part of the service offered. The role of the consultant is to help the manager and the work group identify their unique problems and concerns and to help the team develop ways of working together more effectively within their unit. Staff Development Services provided 337 days of consulting services over the past year in teambuilding, third-party consultation, goal setting, management coaching, and organization diagnosis.

Staff Development Centre

The Staff Development Centre has expanded services and facilities this year to enrich the teaching-learning process carried on at this secluded residential learning centre. Mobile colour videotape equipment has been added and is immediately available in a variety of locations for clients. Recreation in the out-of-doors is actively promoted in a variety of pursuits, both in summer and in winter.

Career Counselling

Career counselling is available to civil servants who wish help in planning their career paths within the Ontario civil service. While primary responsibility for this service rests with the individual ministries, the Civil Service Commission provides a limited central service. During the last year, over 450 employees utilized the service. Counselling sessions took place in Toronto, London, Ottawa, and Thunder Bay on a regular basis. Sessions were also held in other locations, depending on need, and information talks concerning the counselling service were given to several groups in the Ministry of Health and the Ministry of Northern Affairs.

French Language Services

French language training includes day-time and evening classes, special ministry classes, and general or individualized private tutoring.

Over 1,500 separate language sessions were provided in Cornwall, North Bay, Ottawa, Smiths Falls, Sudbury, Timmins, Toronto, and Windsor.

The Ontario/Quebec Summer Exchange Program provided an opportunity to 165 Ontario and 135 Quebec university students to obtain a better understanding of Ontario/Quebec cultures, to improve the student's second language skill, and to benefit from a worthwhile work experience.

Three Quebec civil servants worked for the Ontario government for periods ranging from three to six months. A Quebec "mission" of three came to examine the family court system, and an Ontario civil servant spent a week in Quebec to improve her French and obtain valuable French material to assist in developing our own French publications.

One civil servant was selected to attend a workshop on hospital management in the Ivory Coast as part of the program offered by an international organization called L'Agence de Cooperation Culturelle et Technique.

SENIOR APPOINTMENTS AND COMPENSATION

Executive Compensation

A comprehensive review of executive compensation resulted in a revised executive structure, effective June 1, 1980. Executive positions have been transferred to a new five-level Executive Compensation Plan. Deputy minister positions have been transferred to a new Deputy Minister Compensation Plan which will remain as a separate entity. Connected with this change, the payroll for senior executive positions has been integrated with the rest of the service. The new salary categories are included in the statistical tables at the back of the report and 153 persons have been added who were on the former senior compensation plan.

Executive Staffing

A total of 152 assignments were made to executive positions including those made on the basis of competition, secondment, career rotation, acting assignment, and other developmental moves.

Executive Development

Increasing the number of opportunities available to executives for broadening their corporate experience through career rotations, secondments and special assignments has been a priority. A policy dealing with executive career rotations has been approved and certain positions throughout the service have been identified as affording appropriate developmental opportunities for executives with corporate potential.

In anticipation of a growing need for executives who are skilled in solving complex problems that often cut across organizational and jurisdictional boundaries, support has been given for carefully selected secondments and exchanges with external organizations. These include the Executive Interchange Program of the Public Service Commission of Canada and a new Visiting

Fellow Program in Provincial Public Administration at Carleton University. Other types of arrangements with externally-based programs are being explored.

A profile of skills common to all executives and senior managers has been developed through a process of consultation with ministries and a series of workshops with executives. A pilot project was launched to test the profile as an assessment tool for executives and potential executives. Further consultation and refinement is on-going.

Increased emphasis has been placed on corporate activities that will help those people who have executive potential, but have not yet achieved executive status, to develop the skills they require to fill future executive vacancies. The executive manpower inventory has been extended to include a component comprised of such individuals who, given corporate development and experience, should be capable of assuming executive responsibilities in the future.

In the area of executive manpower planning, the information base is being expanded and refined in order to improve the capacity to forecast needs and to enhance the ability to design developmental programs that will meet those needs.

Executive Compensation Plan

The Civil Service Commission created a job evaluation system for the new Executive Compensation Plan, utilizing a project team appointed with membership from the Civil Service Commission and two line ministries. A point-rating job evaluation system was established, which is now being implemented.

ADMINISTRATIVE SERVICES BRANCH

This branch is responsible for a number of functions supporting the internal operation of the Commission and for providing services to ministries which are related to, but not directly a part of, the personnel function.

The Director's Office

The Director's office is responsible for: management of the branch; the comptrollership function; ensuring adequate Commission liaison for various government-wide programs; and for coordinating services provided by other ministries, i.e. accounts, office services, and internal audit by the Ministry of Treasury and Economics; and administrative legislative legal advice by the Ministry of the Attorney General.

Personnel Services and Affirmative Action Section

This section provides a full range of personnel services to both Management Board Secretariat and the Civil Service Commission and is also responsible for coordinating the Affirmative Action Program in the Civil Service Commission.

In addition to normal recruitment, classification, and benefits advisory services during the past year, the section was responsible for: developing and initiating an internal performance appraisal system for the Civil Service Commission; implementing a major "broadbanding" classification project within the Civil Service Commission; helping to place employees when the Operational Review Branch of the Management Board Secretariat was eliminated early in 1980; assisting the Women Crown Employees' Office in their efforts to develop a special approach to meet the program needs of small ministries; developing a new orientation policy, program, and handbook for employees of the Civil Service Commission; and providing customer service training for Civil Service Commission staff. The section manager also undertook a special project, at the Chairman's request, to develop a special termination policy for surplus employees for service-wide application.

The major focus of the Commission's Affirmative Action Program continues to be special training and development opportunities for both Civil Service Commission and some ministry staff.

Financial and Program Analysis Section

This section coordinates the management of the Civil Service Commission budget by: compiling and preparing estimates submission material; providing specialized accounting assistance to cost-recovery activities; monitoring budget utilization; providing financial input to policy decisions; and providing liaison with the Management Board Secretariat on administrative (versus policy) matters.

During 1980-81, the section moved the estimates process further into a zero-based budget approach, introduced an information system for internal reporting on the status of various Civil Service Commission projects, and undertook special reviews of several functions within the Civil Service Commission. A review of the use of MBR (managing by results) in the Civil Service Commission was initiated.

Personnel Data Systems Section

This section provides services to the management and staff of the Commission: in developing and operating computer systems; in coordinating contact with the Ministry of Government Services which operates the IPPEB (Integrated Payroll, Personnel and Employee Benefits) System; in the production of computer reports; and in the maintenance of records on the organizations, positions, and staff of the public service. The section also undertakes evaluation of the accuracy of stored data and preparation of reports using this data. The emphasis is on the provision of information in useful form rather than just the provision of raw data.

During 1980-81, the section was involved in the development of systems to assist in: management of the executive module; job evaluation; calculation of new salary levels; and review of the structure and "organizational health" of specified occupational groups. It also modified or enhanced several existing programs, primarily in the area of classification monitoring. Work was initiated on alternative methods of collecting data on staff levels and on evaluating the utility of various new "software packages". Demand for services increased significantly during the year, and a process was established to involve the executive group in evaluating proposed projects and establishing priorities for available funds and staff time.

Manual of Administration Section

The section is responsible for editing proposed additions or revisions to the Manual of Administration, Volume 2 and the Benefits Supplement, for clarity and consistency of format, style, and language, and for subsequent production and distribution of amendments. The section also coordinates the processing and issuing of changes to regulations under The Public Service Act and coordinates maintenance of several internal reference documents.

The section initiated word processing in connection with the manual, which has been expanded to a word processing centre serving all parts of the Commission.

During 1980-81 the section initiated a review of the authorities exercised by the Civil Service Commission and its staff in relation to the Act, regulations and manual, and assisted in a review of the Civil Service Commission goals. The manager assisted in the government's program of records management training, by delivering course elements on manuals and word processing. Work progressed in coordinating the use of electronic typewriters with an optical character reader, thereby increasing the quantity and efficiency of input to the main word processing units.

Civil Service Commission Secretariat

This Secretariat provides and coordinates administrative support services for the Chairman, Commissioners, and senior management of the Commission, including arrangements for meetings, presentation of submissions, preparation of background material, and documentation of decisions. The Secretariat also ensures adequate and timely input to the Management Board on matters which affect, or are affected by, personnel policies.

During 1980-81, the Secretariat coordinated Commission arrangements for providing information exchanges and orientation sessions to groups from ministries and other provinces and countries.

Project Services Section

With the cooperation of the ministries, the Commission's staff has been augmented by "borrowed" ministry personnel working on specific projects. Accommodation, supplies, equipment, and clerical support for these personnel are provided by the Project Services Section.

During 1980-81, this section serviced a number of projects, including major efforts on Direct Care classifications, Executive Compensation Plan, Clerical and Office Services classifications, and the Management Standards Project of the Management Board Secretariat.

Library

A specialized library is maintained, focussing on personnel management and general management literature. The librarian also assists the Staff Development Centre and the Appeal Boards in cataloguing reference material and assisted Personnel Services in establishing a small Affirmative Action resource centre for Civil Service Commission staff. Demands for literature search increased, including several major projects for the Management Board Secretariat.

Reading Room

In conformity with the government's policy that the public have access to information in each of the ministries, a "reading room" has been set up in the Frost Building South on behalf of the Management Board of Cabinet and the Civil Service Commission.

Communications and Publicity Section

The section's primary responsibilities are the production and distribution of topical and job mart which are tabloid newspapers distributed to government employees. Appearing twice a month, topical informs employees of government policies, programs and people. Job opportunities appear in weekly editions of job mart, which forms a part of topical in relevant weeks.

The section also coordinates the placement of most civil service job advertisements in external media.

During 1980-81, the distribution of all topical issues to pensioners was discontinued and replaced with a distribution of four particular issues in which material of particular interest to pensioners is consolidated. Reactions seem to be favourable.

In order to ensure adequate time for staff to apply for positions advertised in job mart, use of third class mail rates was discontinued. A combination of ministry delivery, courier service and first class mail is now used.

Effort was also made to increase the amount of topical copy originating outside the Queen's Park area.

Charity Trust/Community Liaison Section

This section coordinates the government employees' campaigns and administers the charitable trust established for campaigns for Metropolitan Toronto and the surrounding area.

In the fall of each year, United Way campaigns are conducted in government offices in various parts of the province. During 1980-81, \$900,935.00 was collected through 31 local campaigns.

An annual combined campaign in support of the Cancer Society/Heart Foundation is coordinated by this section in government offices. Last year \$154,831.00 was raised. The target for the February/March 1981 campaign was \$175,000.00.

Each year a number of Blood Donor Clinics for government employees are held in the Toronto/Queen's Park area. During 1980-81, 2,943 units of blood were collected by the Red Cross. Other blood donor clinics are held in various locations around the province; however, statistics are not available.

Quarter-Century Club

During 1980, banquets were held in 12 locations in the province, at which new members of the Quarter-Century Club were recognized for long-term continuous service in the Ontario Public Service. The club started its activities in 1946 with a membership of 165, which has since grown to over 8,000 members. The Lieutenant Governor, the Honourable John Black Aird, and the Premier of Ontario, the Honourable William G. Davis, were present at the final banquet of the season held in Toronto in October.

Chaplaincy Services Coordination

The Civil Service Commission has been given responsibility for coordinating the ministry of 40 full-time and 20 part-time chaplains, including one provincial and four regional coordinators on Civil Service Commission staff. The Ministries of Community and Social Services, Correctional Services, and Health employ chaplains to ensure the provision of pastoral care to the people in government institutions. Chaplains provide direct care and training and coordination to community clergy and their congregations as they provide pastoral care to residents within institutions and as they move back into the community.

The coordination of chaplaincy services is undertaken in cooperation with the Ontario Provincial Inter-Faith Committee on Chaplaincy, which is currently composed of 13 different faith groups. Representatives of the three ministries of government that employ chaplains and the Ontario Provincial Inter-Faith Committee on Chaplaincy meet together in a joint committee to set the policy for the provision of pastoral care and to ensure that it is implemented.

The four regional chaplaincy coordinators assist their colleagues and work directly with smaller settings and with community clergy.

All chaplains in government institutions must be recommended by their denominations. Full-time chaplains must be accredited by the Canadian Council of Churches.

In 1980-81, 12 clergy were enrolled in a one-year internship program for chaplaincy training at the Queen Street Mental Health Centre and the Brampton Correctional Complex, under the administration of the Toronto Institute of Pastoral Training. In September 1980, the Ministry of Community and Social Services arranged a similar contract with the Queen's Theological College in Kingston under the administration of the Kingston Institute of Pastoral Care. In the coming year, there will be a total of 16 interns trained each year, who, upon completion of the program, will be qualified for full-time chaplaincy positions as they become vacant.

PERSONNEL AUDIT BRANCH

As the central personnel agency for the Ontario Public Service, the Civil Service Commission is responsible for the development and implementation of a wide range of corporate personnel policies, guidelines, and procedures, most of which it has authorized ministries to administer on its behalf.

The Personnel Audit Branch is an internal audit group which reports to the Chairman of the Civil Service Commission. Its purpose is to evaluate the application of corporate personnel policies, guidelines, and procedures on a service-wide basis; to identify potential for improvement in the personnel systems examined; and to recommend corrective/constructive actions to ministries and/or the Civil Service Commission as applicable.

SYSTEMS PERSONNEL: STANDARDS AND TRAINING BRANCH

Systems Personnel: Standards and Training Branch has been required, by both mandate and necessity, to deal with issues of classifications, pay research, staffing, manpower planning, performance appraisal, and training. The branch has worked to develop and implement change within the systems community to bring this area in line with other organizations within the government. Work has included the completion of a broadbanding project for employees within the systems community, a delegation of recruitment to ministries, and programs related to performance appraisal, training, and manpower planning. This project ends at the forecast date of March, 1981.

For administrative purposes, the branch reported to the Chairman of the Civil Service Commission. Advice on matters of policy is provided by the steering committee of 11 deputy ministers.

PUBLIC SERVICE APPEAL BOARDS

The four statutory tribunals, comprising the Public Service Appeal Boards function independently of the Civil Service Commission, with offices at 180 Dundas Street West in Toronto. Grievance Settlement Board and Labour Relations Tribunal members are appointed by Order-in-Council upon nominations received from the respective parties. The Chairman and members of the Public Service Grievance Board are appointed by Order-in-Council. The Classification Rating Committee Chairman and members are designated by the Chairman, Civil Service Commission. A small staff is assigned to provide administrative and clerical support to the Boards and Tribunal.

Except for the backlog associated with the Grievance Settlement Board, the Boards and Tribunal are up-to-date in their work. The Grievance Settlement Board's backlog is being rapidly reduced by the appointment of extra members and increased numbers of hearings plus mediated settlements by a special vice-chairman (see next chart).

Labour relations disputes arising between Crown/Ontario as the employer and its employees in bargaining units may be heard and resolved by an appropriate tripartite tribunal established under The Crown Employees Collective Bargaining Act. In the case of non-bargaining unit employees, individuals may be heard by quasi-judicial tribunals under The Public Service Act and Regulations.

The Ontario Public Service Labour Relations Tribunal generally administers The Crown Employees Collective Bargaining Act and is empowered by the Act to decide disputes referred to it by the parties relative to union representation rights such as: collective bargaining procedures, mediation and/or arbitration of collective agreements; good faith bargaining by both parties; alleged strikes and/or lock-outs; consent to prosecute under the Act, inclusions and exclusions of employees under the Act. Individual bargaining unit employees may also enter appeals on such matters such as: union dues, fair representation, and complaints of irregularities allegedly contravening the Act.

The Grievance Settlement Board, established by Section 18a of The Crown Employees Collective Bargaining Act, is solely responsible for the adjudication of union and employee rights disputes such as dismissals, suspensions, discipline, working conditions, and classification. Union policy grievances may require the Board to interpret sections of collective agreements. Although the Tribunal is empowered by the Act to review its own decisions upon application by one or more of the parties, Grievance Settlement Board decisions may be reviewed only by the courts and then on strictly legal matters such as: natural justice, statute interpretations, rather than on matters of merit and jurisdiction.

The Public Service Grievance Board, authorized by The Public Service Act, and in particular Part 5 of Regulation 749, sits in quasi-judicial proceedings to hear grievances from non-bargaining unit employees such as: dismissal, suspension, merit increase, promotion, transfer, and other working condition matters. Decisions are final, although dismissals are subject to the authority of the Lieutenant Governor in Council and to judicial review as with Grievance Settlement Board.

Classification Rating Committees are designated by the Chairman, Civil Service Commission, per Regulation 749, under The Public Service Act and he may refer position classification grievances from employees excluded from The Crown Employees Collective Bargaining Act to a Classification Rating Committee. Such Committees are quasi-judicial and always sit with one personnel administrator and two persons who are not civil servants. One of the two acts as Chairman.

Activities of the Appeal Boards

Fiscal Year 1980/81

	On <u>Hand</u>	<u>Received</u>	<u>Withdrawn</u>	<u>Completed</u>	<u>Pending</u>
	Apr. 1/80				Mar. 31/81
Tribunal	3	54	4	48	5
Grievance Settlement Board	491	738	360*	88*	781
Public Service Grievance Board	6	7	3	8	2
Rating Committee	6	9	9	4	2

* The above statistical data is based on officially settled and/or withdrawn grievances and issued awards. It is believed that the combined figure for pending awards for cases heard and settled and/or withdrawn cases not officially received may exceed 150. The difference would be:

	<u>Official</u>	<u>Estimated</u>
Total applications 1980/81	1229	1229
Pending, March 31, 1981	<u>781</u>	<u>629</u>
Completed/Withdrawn	448	600
% Applications disposed	36.5%	49%

TOTAL STAFF STRENGTH* - ONTARIO PUBLIC SERVICE

		<u>CLASSIFIED</u>	<u>UNCLASSIFIED</u>	<u>CROWN</u>	<u>TOTAL</u>
1979	March***	68,412	12,646	2,364	83,422
	April	68,251	12,203	2,375	82,829
	May	68,144	20,003	2,357	90,504
	June	68,058	24,469	2,180	94,707
	July	68,034	28,984	2,175	99,193
	August	67,986	26,594	2,158	96,738
	September	68,045	15,502	2,146	85,693
	October	67,899	13,405	2,181	83,485
	November	68,063	13,378	2,307	83,748
	December	68,061	12,593	2,275	82,929
1980	January	67,984	12,432	2,279	82,695
	February	68,048	12,625	2,284	82,957
	March	67,999	12,241	2,283	82,523
	April	67,821	12,024	2,292	82,137
	May	67,898	19,633	2,290	89,821
	June	67,905	23,229	2,309	93,443
	July	67,856	27,964	2,324	98,144
	August	67,728	25,124	2,319	95,171
	September	67,680	16,629	2,323	86,632
	October	67,695	14,287	2,310	84,292
	November**	67,592	13,554	1,352	82,498
	December	67,577	12,947	1,355	81,879
1981	January	67,673	13,179	1,317	82,169
	February	67,685	13,585	1,317	82,587
	March	67,637	13,208	1,314	82,159

* Includes OPP and Security Guard and Environment Plant Operator classified staff and Environment Plant Operator unclassified staff.

* Excludes Lieutenant Governor, Provincial Auditor, Ombudsman and Legislative Assembly.

** Responsibility for operations was transferred from the Province to the Metropolitan Toronto Housing Authority effective November 1, 1980.

*** The Annual Report for 1978/79 indicated 68,497 classified staff and a total staff of 83,507 due to an error in reporting by the Ministry of Health.

NOTE: Employees who are receiving Long Term Income Protection are not counted in the above statistics but are reflected in the statistical tables at the back of this report.

Notes on the Statistical Tables

- 1) Figures in the following tables include all civil servants recorded on the "Integrated Payroll, Personnel, Employee Benefits System". As with any computerized system, the data involved is subject to errors in coding and delays in input. This system is the only ready source for the types of analyses and trend information which the Commission requires but the data should be read for its general statistical value, not as perfectly accurate "counts".
- 2) All tables include civil servants employed in the Lieutenant Governor's Office, OPP Uniformed Staff and those employed as Environmental Plant Operators with the Ministry of the Environment.
- 3) The reader should also be aware that the figures include staff on leave of absence without pay, since they are civil servants even though not receiving salary or wages. An "inactive payroll" was started on January 1, 1975, in order that the employer's share of pension fund costs (Public Service Superannuation Fund and Superannuation Adjustment Benefits Fund) can be paid, as required by a 1974 arbitration award. Employees placed on this inactive payroll due to disability or injury receive no salary or wages, receiving payments instead from the insurance carrier. Therefore, employees on the Long Term Insurance Plan are included in these Statistical Tables, but as noted, are not included in the Total Staff Strength, Ontario Public Service table on the previous page.
- 4) The figures for March 31, 1979 reflect the conversion of staff from unclassified to classified (i.e. civil servant) status which occurred during that period in the implementation of the new manpower policy.
- 5) This year, as noted elsewhere, the senior executives have been integrated into an Executive Compensation Plan and a Deputy Ministers' Compensation Plan and both are recorded on the IPPEB System. This allows for the inclusion of 153 executives who in previous years were not included.

- 6) In addition to the tables published in previous years, the Civil Service Enrolment by Geographic Location has been included this year. The Geographic Location is based on the work location of the employee in the Regional Municipalities, counties and districts as defined in the Municipal Directory published by the Ontario Ministry of Intergovernmental Affairs.
- 7) In keeping with the above changes, a general review of the accuracy of the figures published in the tables was undertaken. Improvements are due to improved computer systems and input accuracy. Changes, when applicable, have been noted to previously published tables.
- 8) In particular, a replacement for the Distribution of Total Staff Groups by Age and Salary Groups Table in the 1979/80 report has also been included.

CIVIL SERVICE ENROLMENT

<u>JUSTICE POLICY FIELD MINISTRIES</u>	Fiscal Year ending <u>Mar. 31, 1979</u>	Fiscal Year ending <u>Mar. 31, 1980</u>	Fiscal Year ending <u>Mar. 31, 1981</u>
Attorney General	2,948	3,017	3,089
Consumer & Commercial Relations	1,854	1,838	1,846
Correctional Services	4,630	4,707	4,864
Solicitor General	<u>1,637</u>	<u>1,531</u>	<u>1,537</u>
	11,069	11,093	11,336

RESOURCES DEVELOPMENT POLICY FIELD MINISTRIES

Niagara Escarpment Commission	3	2	1
Agriculture & Food	1,540	1,550	1,566
Energy	93	100	125
Environment	1,443	1,446*	1,477
Industry & Tourism	500	498	516
Ontario Development Corporation	186	170	159
Ontario Place Corporation	56	57	58
Labour	1,166	1,272	1,394
Natural Resources	4,420	4,413	4,404
Northern Affairs	152	153	161
Transportation & Communications	<u>10,466</u>	<u>10,307</u>	<u>10,169</u>
	20,025	19,871	20,030

SOCIAL DEVELOPMENT POLICY FIELD MINISTRIES

Community & Social Services	10,250	10,509	10,454
Colleges & Universities	624	615	578
Education	1,549	1,473**	1,595**
Health	11,731	11,407	11,390
Culture & Recreation	<u>896</u>	<u>879</u>	<u>882</u>
	25,050	24,883	24,899

**GENERAL GOVERNMENT
MINISTRIES**

	<u>Mar. 31, 1979</u>	<u>Mar. 31, 1980</u>	<u>Mar. 31, 1981</u>
Cabinet Office	31	33	32
Management Board of Cabinet	251	250	245
Government Services	2,927	2,870	2,787
Justice Policy Secretariat	15	12	13
Office of the Premier	45	48	49
Housing	1,055	1,086	988
Resources Policy Secretariat	16	15	15
Revenue	3,920	3,848	3,747
Social Policy Secretariat	42	36	33
Treasury and Economics	435	415	386
Intergovernmental Affairs	<u>197</u>	<u>195</u>	<u>243</u>
	8,934	8,808	8,538

<u>TOTAL SERVICE</u>	65,078	64,655	64,803
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Lieutenant Governor's Office	4	4	3
OPP Uniformed Staff	3,994	4,141	4,153
Environmental Plant Operators	<u>558</u>	<u>551*</u>	<u>529</u>
	69,634	69,448	69,488

* Correction to figures published in 1979/80 Report.

** Ministry of Education includes the Education Relations Commission.

NOTE: Provincial Auditor, Office of the Ombudsman, and Legislative Assembly are no longer reported as they do not employ civil servants.

** Above note asterisked in previous reports.

DISTRIBUTION OF TOTAL SERVICE

A. <u>By Age Intervals</u>	<u>Mar. 31, 1979</u>	<u>Mar. 31, 1980</u>	<u>Mar. 31, 1981</u>
Under 25	5,700	5,522	5,080
25 - 34	21,707	21,639	21,483
35 - 44	15,573	15,973	16,655
45 - 54	26,654*	14,152	14,174
55 - 64	Not available	11,970	11,944
65 & Over	Not <u>available</u>	<u>192</u>	<u>152</u>
TOTAL	69,634	69,448	69,488
B. <u>By Staff Type</u>			
Regular	63,237	62,848	63,667
Probationary	<u>6,397</u>	<u>6,600</u>	<u>5,821</u>
TOTAL	69,634	69,448	69,488
C. <u>By Sex</u>			
Males	41,796	41,086	40,884
Females	<u>27,838</u>	<u>28,362</u>	<u>28,604</u>
TOTAL	69,634	69,448	69,488

* Previously reported as 45 & Over

Distribution of Total Service (continued)

D. <u>By Salary Intervals</u>	<u>Mar. 31, 1979</u>	<u>Mar. 31, 1980</u>	<u>Mar. 31, 1981</u>
Under - \$10,000	3,538	1,096	283
10,000 - 14,999	32,246	30,368	19,800
15,000 - 19,999	18,250	17,240	22,210
20,000 - 24,999	9,304	12,269	15,348
25,000 - 29,999	3,181	4,414	5,544
30,000 - 34,999	1,874	2,087	2,823
35,000 - 39,999	1,241*	1,209	1,774
40,000 & Over	Not available	<u>765</u>	<u>1,706</u>
TOTAL	69,634	69,448	*69,488

E. By Year of Appointment

1981			1,008**
1980		1,121**	5,434
1979	1,011**	5,318	4,522
1978	5,912	5,095	4,472
1977	4,537	3,916	3,513
1976	3,782	3,309	2,981
1975	4,003	3,634	3,304
1974	5,493	5,071	4,697
1973	4,530	4,172	3,924
1972 & Before	<u>40,366</u>	<u>37,812</u>	<u>35,633</u>
TOTAL	69,634	69,448	69,488

* Previously reported as \$35,000 & Over

** Represents the first quarter of the calendar year.

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1981

A. By Age and Salary Groups

SALARY	UNDER 25	25-34	35-44	45-54	55-64	65 & OVER
Under - \$10,000	56	16	28	49	131	3
10,000 - 14,999	3,195	6,198	3,779	3,139	3,436	53
15,000 - 19,999	1,574	7,593	4,457	4,419	4,129	38
20,000 - 24,999	252	5,531	4,506	2,978	2,058	23
25,000 - 29,999	2	1,269	1,824	1,607	830	12
30,000 - 34,999	1	563	923	806	525	5
35,000 - 39,999	0	228	647	536	358	5
40,000 & Over	0	85	491	640	477	13
Total	5,080	21,483	16,655	14,174	11,944	152
Percentage	7.3%	30.92%	23.97%	20.40%	17.19%	.22%

B. By Sex and Salary Groups

	Total	UNDER 10,000	10,000-14,999	15,000-19,999	20,000-24,999	25,000-29,999	30,000-34,999	35,000-39,999	40,000 & OVER
Males	40,884	65	4,224	14,269	12,024	4,697	2,466	1,602	1,537
Females	28,604	218	15,576	7,941	3,324	847	357	172	169

Total Numbers	69,488	283	19,800	22,210	15,348	5,544	2,823	1,774	1,706
Percentage	100%	.41%	28.49%	31.96%	22.09%	7.98%	4.06%	2.55%	.2

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1980

A. By Age and Salary Groups

SALARY	UNDER 25		25-34		35-44		45-54		55-64		65 & OVER	
Under - \$10,000	510	516	204	199	117	117	87	89	168	170	10	5
10,000 - 14,999	3,758	3,856	9,813	9,771	5,638	5,616	5,376	5,403	5,651	5,624	132	98
15,000 - 19,999	1,053	1,092	5,889	5,884	3,812	3,808	3,534	3,541	2,901	2,876	51	38
20,000 - 24,999	53	58	4,308	4,348	3,743	3,728	2,514	2,501	1,623	1,614	28	20
25,000 - 29,999	0	0	971	990	1,410	1,405	1,256	1,256	766	756	11	8
30,000 - 34,999	0	0	169	322	263	708	234	646	138	403	2	8
\$35,000 & Over	0	0	264	125	1,040	591	1,123	716	806	527	22	15
Total	5,374	5,522	21,618	21,639	16,023	15,973	14,124	14,152	12,053	11,970	256	192
Percentage	7.73%	7.95%	31.13%	31.16%	23.08%	23.0%	20.34%	20.38%	17.36%	17.24%	0.36%	0.27%

The above table published on page 35 in the 1979/80 report was incorrect because the age groups were based on the run data (April 30, 1980) of the computer system rather than the end of the fiscal year. (The correct figures are printed to the right of the figure published in error in the 1979/80 report).

As an example, the month by which an employee turned age 65 should have been March 31, 1980 rather than April 30, 1980. This increased the number of employees at age 65 and over by 64 employees who were born in April 1915. These employees should have been included in the 55-64 age group. All age groups have been adjusted accordingly.

CIVIL SERVICE ENROLMENT BY GEOGRAPHIC LOCATION

EASTERN ONTARIO PLANNING REGION

March 31/79

March 31/80

March 31/81

FRONTENAC	Not available	2,109
HASTINGS		750
LANARK		1,384
LEEDS & GRENVILLE		1,442
LENNOX & ADDINGTON		212
OTTAWA-CARLETON (R.M.)		1,244
PRESCOTT & RUSSEL		249
PRINCE EDWARD		484
RENFREW		435
STORMONT, DUNDAS & GLENGARRY		469
		8,778

CENTRAL ONTARIO PLANNING REGION

BRANT	496
DUFFERIN	47
DURHAM (R.M.)	1,443
HALDIMAND-NORFOLK (R.M.)	374
HALIBURTON	90
HALTON (R.M.)	975
HAMILTON-WENTWORTH (R.M.)	2,106
MUSKOKA (R.M.)	869
NIAGARA (R.M.)	693
NORTHUMBERLAND	652
PEEL (R.M.)	1,026
PETERBOROUGH	559
SIMCOE	2,975
VICTORIA	294
WATERLOO (R.M.)	514
WELLINGTON	1,256
YORK (R.M.)	641
SUBTOTAL	15,010

METROPOLITAN TORONTO

27,509

TOTAL CENTRAL ONTARIO PLANNING REGION

42,519

CIVIL SERVICE ENROLMENT BY GEOGRAPHIC LOCATION (continued)

<u>SOUTHWESTERN ONTARIO</u> <u>PLANNING REGION</u>	<u>March 31/79</u>	<u>March 31/80</u>	<u>March 31/81</u>
BRUCE	Not available		161
ELGIN			1,141
ESSEX			665
GREY			431
HURON			410
KENT			1,343
LAMBTON			329
MIDDLESEX			3,159
OXFORD			931
PERTH			245
			8,815
 <u>NORTHEASTERN ONTARIO</u> <u>PLANNING REGION</u>			
ALGOMA			1,077
COCHRANE			1,141
MANITOULIN			94
NIPISSING			1,524
PARRY SOUND			295
SUDBURY (R.M.)			1,174
SUDBURY			238
TIMISKAMING			337
			5,880
 <u>NORTHWESTERN ONTARIO</u> <u>PLANNING REGION</u>			
KENORA			929
RAINY RIVER			227
THUNDER BAY			2,323
			3,479
 <u>OUTSIDE CANADA</u>			17
 TOTAL ENROLMENT			69,488

APPOINTMENTS TO THE CLASSIFIED STAFF

A. By Age Intervals

	- - - -	<u>At Fiscal Year End</u>	- - - -	<u>At Appointment</u>
		<u>1978-79</u>	<u>1979-80</u>	<u>1980-81</u>
Under 25		2,136	2,162	1,937
25 - 34		2,496	2,490	2,432
35 - 44		818	842	984
45 - 54		669*	434	448
55 - 64		Not available	<u>155</u>	<u>135</u>
				<u>115</u>
TOTAL		6,119	6,083	5,936

NOTE: In previous years, the age intervals were based on the age of the employee as at the end of the fiscal year (March 31). In future, the published figures will be based on the employee's age on the Appointment to Probationary Staff Date. Both figures have been published for 1980/81 for comparison purposes.

B. By Salary Intervals

Under - \$10,000	1,492	1,069	221
10,000 - 14,999	3,275	3,298	3,172
15,000 - 19,999	1,003	1,257	1,773
20,000 - 24,999	212	251	431
25,000 - 29,999	80	127	165
30,000 - 34,999	40	42	77
35,000 - 39,999	17**	23	42
40,000 & Over	Not available	<u>16</u>	<u>55</u>
TOTAL	6,119	6,083	5,936

* Previously reported as 45 & Over

** Previously reported as \$35,000 & Over

Classified Service Appointments by Staff Type and Sex

	1978-79		1979-80		1980-81	
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
New Employees	1,759	1,829	3,588	1,660	2,121	3,781
Re-hires	360	693	1,053	415	947	1,362
Transfers from Unclassified	493	985	1,478	257	683	940
TOTAL	2,612	3,507	6,119	2,332	3,751	6,083
				288	640	928
				2,359	3,577	5,936

SEPARATIONS FROM THE CLASSIFIED STAFF

A. By Age Intervals

	- - - - At Fiscal Year End - - - -			At Separati
	1978-79	1979-80	1980-81	
Under 25	777	799	823	946
25 - 34	2,040	2,483	2,267	2,208
35 - 44	643	886	820	794
45 - 54	2,049*	481	456	454
55 - 64	Not available	933	882	905
65 & Over	Not available	835	822	763
TOTAL	5,509	6,417	6,070	6,070

NOTE: In previous years, the age intervals were based on the age of the employee as at the end of the fiscal year (March 31). In future, the published figures will be based on the employee's age on the Separation Date. Both figures have been published for 1980/81 for comparison purposes.

B. By Salary Intervals

Under - \$10,000	508	312	63
10,000 - 14,999	3,026	3,419	2,961
15,000 - 19,999	1,167	1,545	1,640
20,000 - 24,999	433	614	750
25,000 - 29,999	179	278	294
30,000 - 34,999	131	112	152
35,000 - 39,999	65**	74	105
40,000 & Over	Not available	63	105
TOTAL	5,509	6,417	6,070

C. By Years of Classified Service

	- - - - At Fiscal Year End - - - -			At Separat
Less than 1 year	248	362	359	894
Less than 2 years	768	673	853	661
Less than 3 years	636	609	583	485
Less than 4 years	397	601	431	442
Less than 5 years	486	350	433	323
5 years and over	2,974	3,822	3,411	3,265
TOTAL	5,509	6,417	6,070	6,070

NOTE: In previous years, the number of years of service was based on the end of the fiscal year (March 31) and a full year(s) service exactly was incorrectly reported as included in the year or less group. In future, the published figures will be based on the number of years of service on the Separation Date. A full year(s) service exactly will be reported in the higher less than year group. Service prior to the Appointment to Probationary Staff Date which was recognized at the time of a takeover (e.g. Ontario Hospital Services Commission) is not included in this table.

* Previously reported as 45 & Over

** Previously reported as \$35,000 & Over

D. By Reason and Sex

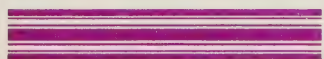
	1978-79		1979-80		1980-81	
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
Superannuation & Retirement	956	447	1,403	936	488	1,424
Dismissed	48	30	78	57	33	90
Released	24	16	40	11	15	26
Resigned & Other	1,506	2,193	3,699	1,447	2,632	4,079
Transferred	43	19	62	117	113	230
Death	182	45	227	160	61	221
	2,759	2,750	5,509	2,728	3,342	6,070
TOTAL						

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Civil Service Commission



1981/1982 Annual Report

CIVIL SERVICE COMMISSION 1981/82

ANNUAL REPORT

ONTARIO CIVIL SERVICE COMMISSION

August 10, 1982



e of the
man

The Management
Board of
Cabinet

Frost Building
Queen's Park
Toronto Ontario
416.965-6795

March 31, 1982

His Honour,
The Lieutenant Governor of
the Province of Ontario

May it please your Honour:

The undersigned respectfully presents the Annual Report of the Civil
Service Commission of Ontario for the period ended March 31, 1982.

A handwritten signature in cursive script, reading "George R. McCague".

George R. McCague
Chairman
Management Board of Cabinet



Office of the
Chairman

Civil
Service
Commission

416/965-2076

Frost Building South
Queen's Park
Toronto Ontario
M7A 1Z5

March 31, 1982.

The Honourable George R. McCague
Chairman
Management Board of Cabinet

Dear Mr. Minister:

I am pleased to forward to you for your consideration, the Annual Report of the Civil Service Commission for the Fiscal Year ended March 31, 1982.

G. H. Waldrum
Chairman
Civil Service Commission

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DIRECTORY

Minister to whom the
Commission reports

The Honourable George R. McCague
Chairman
The Management Board of Cabinet

Civil Service Commission

Chairman and Deputy Minister
of the Civil Service Commission Staff

Mr. G. H. Waldrum

Commissioners

Mrs. E. M. McLellan
Deputy Provincial Secretary for
Social Development

Mr. D. Sinclair
Deputy Provincial Secretary for
Justice

Mrs. A. M. Kemp
Director, Personnel
Consumers' Gas Company

T. E. Armstrong, Esq., Q.C.
Deputy Minister of Labour

Mr. R. J. Butler
Secretary, Management Board
of Cabinet (until
December 31, 1981)

Mr. R. D. Carman
Secretary, Management Board
of Cabinet (from
January 25, 1982)

Mr. H. Gilbert
Deputy Minister of
Transportation & Communications

Secretary

Mr. R. A. Whitelaw

Acting Secretary

Mrs. C. Bedborough
(June 1981 - March 31, 1982)

Civil Service Commission Executive Staff

Executive Director
Compensation Division

Mr. J. A. Jackson

Executive Director
Staff Relations Division

Mr. J. R. Scott

Director Pay Policy Branch	Mr. K. W. Skelton
Director Classification Branch	Mr. H. D. Burt
Director Benefits Policy Branch	Miss E. Aboud
Director Recruitment Branch	Mr. L. M. Tobias
Director Staff Development Branch	Mr. T. A. Dawes
Executive Secretary Senior Appointments and Compensation	Mr. J. B. Hansen
Director Personnel Audit Branch	Mr. P. G. Schwindt
Director Administrative Services	Mr. I. H. Jennings

Public Service Appeal Boards

Chairman Public Service Grievance Board	Professor C. G. Simmons
Chairman Classification Rating Committee	Professor C. G. Simmons
Chairman Ontario Public Service Labour Relations Tribunal	O. B. Shime, Esq., Q.C.
Chairman Grievance Settlement Board	Mr. J. F. W. Weatherill
Secretary, Appeal Boards and Registrar, Tribunals	Mr. H. F. Goss

INTRODUCTION

The preparation of the Annual Report of the Ontario Civil Service Commission provides an ideal opportunity each year to highlight our activities and to indicate the plans for the next year. The information contained in the report is designed to provide an overview of the divisions and branches within the Commission.

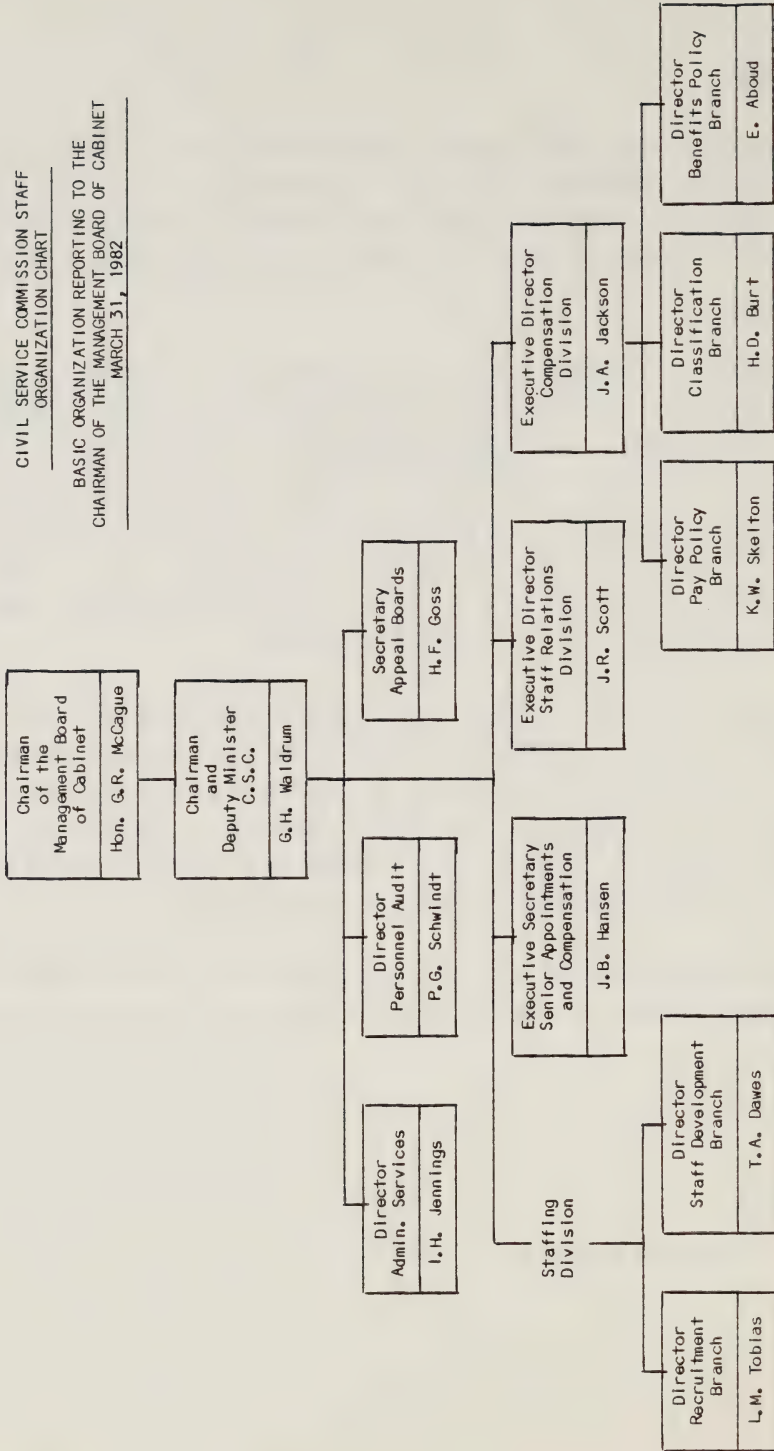
The Civil Service Commission has the responsibility for administering the Public Service Act and developing policies concerning personnel management in the Ontario Government. Each year the Commission is faced with the management of ongoing and new issues in the personnel area. For example, during the past year staff have concentrated on matters such as surplus policy, performance appraisal, manpower planning, and executive development. Also, there have been a number of special concerns in terms of staffing the systems community, attendance improvement, and training and development.

The objective of the Annual Report is to meet our commitment under the Public Service Act, to present, through the Minister to the Lieutenant Governor in Council, a report on the performance of the Commission duties during the preceding year. Accordingly, the report focusses on information in the statistical tables. A number of design changes have been made in the presentation of the tables this year to assist in interpretation.

The report acknowledges, not only the new initiatives, but also the ongoing major programs included in the day-to-day operations of the divisions and the branches.

G. H. Waldrum
Chairman
Ontario Civil Service Commission

CIVIL SERVICE COMMISSION STAFF
ORGANIZATION CHART
BASIC ORGANIZATION REPORTING TO THE
CHAIRMAN OF THE MANAGEMENT BOARD OF CABINET
MARCH 31, 1982



COMPENSATION DIVISION

The Compensation Division is responsible for the application and administration of the government's compensation policy for approximately 70,000 employees. The compensation policy of the government is to be a good employer and pay salaries, provide benefits and adhere to fair and equitable salary treatment practices in order to attract and retain competent employees to carry out the programs of the government. The Compensation Division includes three branches, Pay Policy Branch, Classification Branch, and Benefits Policy Branch and the Special Compensation and Training Section.

PAY POLICY BRANCH

The overall responsibility of the Pay Policy Branch is the development and publication of all pay structures, systems, and policies used by the Ontario Public Service.

To this end, the branch reviews annually the salary ranges of classes excluded from the bargaining unit and recommends, through the Management Board of Cabinet, salary revisions which allow the provincial government to continue to attract and retain the qualified staff it needs to run its programs. The branch also assists the Staff Relations Division in setting bargaining objectives for salary negotiations with the Ontario Public Service Employees' Union and provides advice as requested by the division in negotiations on working conditions.

The branch develops the legislation, policies, and procedures required in administering pay transactions, special compensation systems, and premium pay to ensure equitable and consistent treatment for provincial government employees. It also provides interpretation and advice to personnel practitioners in ministries at their request on the application of pay policies.

Highlights of 1981-82

1. Management Salary Revisions - April 1981

Management Compensation Plan

Cost	\$35,503,415
No. Employees Covered	11,647

MEDICAL GROUP

Cost	\$1,879,810
No. Employees Covered	263

LAW ENFORCEMENT

Cost	\$708,430
No. Employees Covered	153

2. Management Compensation Option

Surveyed employee valuation of MCO and studied possible alternatives. Since there is no viable option that would be equally acceptable to employees without incurring higher costs, recommended that MCO be established permanently for Schedule 6 management employees.

BENEFITS POLICY BRANCH

This branch has two distinct areas of responsibility:

- development of policy on benefits for public servants; and
- coordination of public sector pension plan issues for the Management Board.

Within the framework of financial constraints and collective bargaining, the branch is responsible for policies and programs relating to benefits for public servants which include: vacations, holidays, sick leave, severance pay, life and disability insurance, hospital, drug and dental insurance and pensions. In addition, the branch develops service-wide policies on attendance improvement, monitors experience and provides training aids.

The branch also coordinates issues relating to employee pension plans in the Ontario public sector for Management Board. It is responsible for: early identification of problems, a consistent approach to problem resolution and the development of more effective cost control procedures.

A brief overview of the Attendance Improvement Program follows. This program compares favourably with some of the most effective programs in existence in the private sector.

ATTENDANCE IMPROVEMENT PROGRAM

Absenteeism has in recent years been the subject of much research because it provides one of the very few quantifiable measures of organizational health and managerial effectiveness in service organizations.

Results of research into causes of absenteeism in North America clearly indicate that the degree of disability experienced by an employee who is sick is affected by non-medical factors such as personal problems, working conditions, and relationships with supervisors and co-workers. This is especially true of short absences of one to two days.

While no researcher has as yet been able to determine the degree of absence due to serious illness as opposed to other problems, there is a growing conviction that much of the short-term absence can be controlled by giving greater attention to the relevant factors and to the training of supervisors in the management of people.

Program Highlights

The Civil Service Commission has established a comprehensive system of absence data collection, analysis and reporting. This information is made available to supervisors at various levels in the public service.

The Commission is responsible for the development of service-wide policies, monitoring of experience and provision of training aids to ministries.

In the last year a comprehensive training package has been produced, in cooperation with other ministries, which includes a film and course manual. Ministries are integrating this package into their training programs, which are intended to enhance supervisors' awareness of absenteeism as a performance problem and to assist them to manage more effectively.

The statistics quoted below indicate that, on a service-wide basis, the program is having a positive impact.

Public Service Statistics

A review of the reports for the last year indicates that there has been a steady improvement in service-wide absence. For the 12-month periods ending each quarter from December 1980 to December 1981, the figures are:

<u>12 Months Ending</u>	<u>Average Absences Days</u>	<u>Absences as % of Time</u>
December 1980	10.81	4.59
March 1981	10.57	4.50
June 1981	10.46	4.46
September 1981	10.37	4.43
December 1981	10.22	4.37

Comparisons with Private Sector

Results of surveys carried out by the Ministry of Labour, private researchers and the Civil Service Commission indicate that few employers maintain and analyze absence records. The Ministry of Labour survey of 1,600 Ontario firms shows that only 17% keep absence data.

It is not possible, therefore, at this time to make any meaningful comparisons of absence statistics of the Ontario public sector with the private sector.

A Globe and Mail article dated October 1, 1981 quotes the chairman of the Ontario division of the Canadian Manufacturers' Association to the effect that "absenteeism is such a problem that it is common for companies to overstaff by as much as 10%, particularly in production areas, to avoid disruption".

Costs of Time Lost

For the 12-month period ending December 31, 1981, the cost of time lost because of sickness was equal to 3.40% of payroll.

This amount should be considered in relation to the cost of other time not worked for which payment is made:

3 weeks' vacation	- 5.75% of payroll
11 statutory holidays	- 4.22% of payroll
10-minute rest periods, morning and afternoon	- 3.70% of payroll

CLASSIFICATION BRANCH

The Classification Branch is responsible for the classification and position administration systems whereby positions in the Ontario Public Service can be established, described, evaluated and classified equitably. In order to do this, the branch provides policies and procedures which govern the methodologies of position description, administration and classification; develops evaluation standards to measure the relative worth of positions; classifies key and other designated positions and institutes such review mechanisms as are appropriate to afford classification equity across the service.

While the Civil Service Commission establishes the evaluation standards for use across the public service, responsibility for the actual classification of most positions is delegated to operating ministries, with the central agency retaining only limited classification control. The branch's current emphasis is classification policy development, standards setting and classification performance monitoring through classification and position administration trend data systems.

Classification Highlights

The Classification Branch was involved in ongoing and new initiatives. For example:

- About 130 unused management and bargaining unit classes were reviewed and arrangements to delete them were concluded with the Pay Policy Branch and approved by the Civil Service Commission.
- A variety of essential projects continued to be carried out where classification standards needed restructuring. An extensive review continues on the classification system for the Clerical and Office Services Categories and for the Social Work and Institutional Classes in the service, together with an extensive program of classification standards maintenance.

- A corporate classification review and computerized monitoring program has been introduced. This provides the Commission and ministries with reliable information on position administration and classification, thereby assisting ministries in meeting their delegated classification requirements. The information and performance indicators we currently provide or plan to provide in the future, enable ministries and the Commission to prioritize and gauge their response to position administration and classification trends that they perceive to be undesirable.

During 1981/82, the Commission had four systems in place and was able to report regularly to ministries and formally in an annual report on:

- Age of Position Specifications
- Extent of Retroactive Classification
- Document Processing Reliability
- Changes in Classification Levels

In addition, a statistically reliable method of testing the quality of service-wide classification was developed and carried out during 1981/82.

Both the indicators and the service-wide test indicate that delegated classification and position administration is being carried out in a responsible manner by individual ministries and service-wide generally.

Our plans are to expand the monitoring program into other areas relevant to ministries and the Commission.

SPECIAL COMPENSATION AND TRAINING SECTION

The section combines two separate areas of responsibility for special compensation and training and communications.

Special Compensation provides advice and consultation on the utilization and application of current and emergent technologies in the field of compensation; a compensation advisory service on executive allocations and compensation issues which has cross-divisional/service implications or is for specialized groups both within and outside the government.

Training and Communication provides training for the personnel community and line managers in the area of compensation and communication of compensation systems to all employees of the Ontario Public Service.

Compensation Training Packages for Line Managers

A corporate compensation training program was initiated with the first training module being the "Classification Grievance Workshop for Line Managers". The one-day workshop is an intensive overview of the line manager's role in the grievance process with the focus on prevention. Ministry personnel were trained to deliver the module to their managers.

The second module in the program, "Job Description Writing for Line Managers", has recently been completed. This is also a one-day workshop designed to prepare line managers to write job descriptions for bargaining unit positions in their organization. A number of Pilot Workshops for Managers and Train the Trainer sessions for Personnel Administrators have been scheduled for the summer and early fall of 1982.

Compensation Training Program for Personnel Officers

The program exists to provide training courses on compensation to personnel officers throughout the Ontario Public Service.

Statistics - 1980-81

Number of personnel officers trained this year - 132

Number of courses given this year - 10

Total number trained since program started in 1975 - 1417

STAFF RELATIONS DIVISION

The Staff Relations Division is responsible for the development and maintenance of policies governing relations between management and bargaining agents representing employees in the Ontario Public Service. The division, on behalf of Management Board of Cabinet, negotiates agreements covering terms and conditions of employment and represents the Board with respect to employee relations issues arising during the term of these agreements. It provides advice, guidance and direct assistance as required to ministry management in the processing of grievances and the handling of ministry employee relations matters and acts in an advisory capacity to agencies, boards and commissions covered by the Crown Employees Collective Bargaining Act with respect to their collective bargaining and labour relations activities. The division also coordinates employer appearances before the Ontario Public Service Labour Relations Tribunal, the Ontario Crown Employees Grievance Settlement Board, the Public Service Grievance Board, and the Classification Rating Committee. Under the Ontario Public Service Act the division also negotiates collective agreements covering wages, working conditions and employee benefits for uniformed staff in the Ontario Provincial Police. The division is also responsible for the collection, analysis and maintenance of data on external rates of pay, conditions of employment and related matters required in support of collective bargaining and pay determination activities.

The division, with a complement of sixteen staff, consists of two sections - Staff Relations and Pay Research. Activities during the year involved:

- The negotiation of a 21-month agreement with the Ontario Provincial Police Association covering wages, working conditions and employee benefits for the period April 1, 1981 to December 31, 1982 for some 3,900 uniformed staff in the OPP.

- The negotiation of renewal agreements effective from January 1, 1982 with the Ontario Public Service Employees Union covering wage rates for classifications in the Administrative, Clerical, Correctional, General Operational Institutional Care, Maintenance, Office Scientific and Professional, and Technical Services Categories.
- The negotiation of a renewal agreement effective from January 1, 1982 covering working conditions and employee benefits for some 52,100 employees in the OPS represented by the Ontario Public Service Employees Union.
- The conclusion of discussions with the Ontario Public Service Employees' Union on the exclusion and inclusion of positions from and into the bargaining unit in accordance with criteria contained in the Crown Employees Collective Bargaining Act. These discussions resulted in approximately 2,900 employees previously excluded being assigned to the bargaining unit and 500 persons moved from bargaining unit to excluded status. Since the Ontario Public Service is not static, it is necessary to have an ongoing maintenance program; this is in place and is continuing.
- The coordination of grievance hearings before the Grievance Settlement Board and the expediting of grievance cases prior to formal board hearings.
- The provision of advice to other divisions and branches in the Civil Service Commission and the Management Board Secretariat with respect to employee relations implications of new and/or revised personnel policies and procedures.
- The training and instruction at conferences, seminars, workshops, etc. of line managers and personnel practitioners in labour relations matters.
- The provision of advice and guidance to ministries, agencies, boards and commissions on the interpretation and administration of collective agreements, the negotiation of agreements and the application of labour relations legislation.

- The carrying out of market surveys and studies to obtain data on occupational rates of pay and related compensation policies and practices.
- The preparation of reports containing market data and other information required for scheduled negotiations and compensation reviews and the provision of support services during and following collective bargaining negotiations.
- The exchange of compensation information with other public and private sector employers in the province, the federal government and the other provincial governments.
- The preparation and dissemination of statistics and other information on OPS compensation and collective bargaining activities.

SENIOR APPOINTMENTS AND COMPENSATION

Executive Staffing

A total of 153 assignments to executive positions were made during the year, 33 of them secondments and career rotations for developmental purposes.

Computerization of executive manpower data is under way. It is anticipated that, when fully implemented, the system will enhance the Commission's ability to respond quickly and effectively when called upon to fill vacancies in the executive structure of the Public Service, as well as its capacity to identify future executives and so order their assignments as to better enable them to realize their potential.

Executive Compensation

The year's activity was centred on the implementation of the new Executive Compensation Plan job evaluation and classification system. Work was completed in two phases.

Phase 1 involved the staff of Senior Appointments and Compensation in the design and delivery of a series of comprehensive one-day training sessions aimed at familiarizing ministry staff with the design, structure, interpretation and use of the system.

Phase 2 consisted of the joint evaluation by ministry and Senior Appointments staff of all executive positions in each ministry, and the preparation of a report to each deputy minister recommending appropriate classifications.

Ninety-seven percent of all executive positions had been evaluated and classified within the new plan by year end.

Executive Development

As part of a review of activities in the area of in-house executive education, a survey was conducted of all those who have participated in the Program Executive Seminars since their inception in 1976. The purpose of the survey was to determine how effective the seminars have been in meeting executives' developmental needs and to seek advice for directions in the 80s. The results of the survey are now under review by a committee of line ministry executives that has been appointed to advise the Civil Service Commission on the design of an in-house education program to meet the developmental needs of Public Service executives in a period of continuing restraint.

RECRUITMENT BRANCH

The branch goal is to provide staffing policies and services which are consistent with the goals of the Commission and which enable and require ministries to fill positions with people who are qualified and competent.

To achieve this goal, the branch is organized into three sections:

- a) The Policy Section develops and monitors the application of staffing policies. Advice, interpretations and assistance are provided to ministries which conduct their own recruitment and selection activities under delegated authority. The section also coordinates the placement of surplus staff. Monitoring of staffing activities in ministries provides information for decision-making at the ministry and corporate levels. Special policy-related projects are undertaken to improve and streamline the staffing process and to resolve associated problems.
- b) The Staffing Training Section provides technical and skill-building instruction to personnel administrators and program managers in the staffing process and its application. Training workshops, designed to meet their unique requirements, are provided for ministry staff. Where the staffing process is well understood and properly applied, the requirement for direct control over staffing transactions is minimized.
- c) The Staffing Section provides direct staffing services to ministries and to the public. The section operates the government's cost recoverable temporary help service. This assists ministries, during periods of short-term workload growth, temporary absence of staff, or temporary or experimental programs. The section also provides a recruitment information service for the public seeking permanent employment in the Ontario Public Service and assists ministries in filling permanent entry-level vacancies by maintaining an inventory of competent and job-ready candidates. A special program of assistance in placing handicapped persons is administered.

The section provides testing services for clerical, typing and stenographic skills.

Special assistance is provided to Metropolitan Toronto high school business education students to obtain a work-week experience in various ministries which will familiarize the students with employment in a business environment. In addition, staffing officers represent the Ontario Public Service at the various Career Opportunities presentations sponsored by high schools throughout the province.

Some Activity Highlights of 1981/82

In the Policy Section, the placement of surplus staff required a major effort. The section was also actively involved in designing, coordinating and managing a strategy to find alternate employment for employees unable to relocate to Oshawa or Kingston.

During the past fiscal year there has been a significant net increase (64%) in the number of personnel administrators receiving training in the selection process. The number of line managers also trained has increased (30%). This reflects in-house training by ministries using the program prepared by the Recruitment Branch. Through special workshops, ministry trainers are provided with the necessary knowledge and skills to train their own program managers.

The training package now includes a videotape production which deals with good post-competition activities and an overview of the staffing grievance process.

To mark the International Year of the Disabled (IYDP) in 1981, special initiatives in the Recruitment Branch were undertaken to focus attention on employment possibilities for disabled persons. This complemented the efforts of the Ontario Government for IYDP to assist disabled persons to integrate and participate in all aspects of society.

During 1981 a special series of seminars was held to familiarize ministry personnel to existing barriers in employment practices, attitudes, services and buildings in the Ontario Public Service. A series of articles in topical on specific handicapped employees was also published to demonstrate that many disabilities neither prevent nor reduce a person's ability to handle certain occupations.

During IYPD a total of 109 ministry placements of disabled persons was coordinated through the Recruitment Branch. In addition, 43 persons participated in temporary work programs in ministries for periods varying from four to twelve weeks to assess and prepare them for regular employment. By the end of 1981, 33% of the participants in the temporary work program had already found gainful employment, 15% were seeking employment and the remainder were undergoing further rehabilitation.

STAFF DEVELOPMENT BRANCH

Staff Development Centre

The Staff Development Centre fulfilled its requirement to provide a residential learning and meeting facility which would meet the exclusive needs of government ministries and ministry-sponsored agencies. This was done on a full cost recovery basis.

The centre was officially transferred to Georgian College at the completion of fiscal 1981/82, but will continue to operate primarily as a civil service training centre under the auspices of the college.

Career Counselling

Career counselling is available to civil servants who wish help in planning their career paths within the Ontario civil service. While primary responsibility for this service rests with the individual ministries, the Civil Service Commission provides a limited central service. During the last year over 500 employee consultations took place. Counselling sessions took place in Toronto, London, Ottawa, Thunder Bay, Windsor, and Kingston on a regular basis. Information talks concerning the counselling service were given to several groups in the Ministry of Health, Community and Social Services and the Ministry of Consumer and Commercial Relations.

Employee Assistance Program

In December 1982, the Civil Service Commission approved a submission from the Ontario Public Service Employees' Union concerning the setting up of a Joint Management/Union Committee to give direction in instituting employee assistance programs on a trial basis in selected ministries. This program is funded 50% by the government of Ontario and 50% by the union. The Committee has issued a broad statement of purpose under which the EAP projects will operate and is also currently selecting appropriate sites.

An Employee Assistance Program is a voluntary broad-based service that provides employees and their families with confidential, professional assistance to deal with a variety of human problems. Alcohol and drug abuse problems will be a focal point of this program, however, the program will also address marital, financial, psychological, legal, social, vocational and work-related concerns. The program will include needs assessment, education, training, counselling, treatment and referral, and evaluation components.

PLANNING AND NEW PROGRAMS

The Planning and New Programs Section is the focal point for the provision of improved approaches to work force planning and management. Projects, programs and policies are developed to improve service-wide work force planning and to enhance organization performance, employee job satisfaction and employee-manager relations.

(a) Work Force Planning

Corporate work force planning efforts proceeded in two main areas. The first focussed on continued development of occupational group scanning methods, dealing with such matters as potential retirements, turnover and career progression. Seven occupational groups were scanned for the period 1975-1980. These scans were completed in 1981 and included the Personnel Administration, Financial Administration, Systems Services, Communications, Purchasing and Supply, Economics and Statistics, and Program Analysis groups. The reports were presented to group councils where the latter were available. While validation of the potential concerns raised in the scans has not been done by most councils, there is a general consensus that the observations are fairly accurate and that the scan is a useful diagnostic tool.

Ministry access to the CSC computer programs used for the scans is being considered so that ministries may use the process for groups unique to their own organizations. A methodology on the scanning procedure has been completed and will be made available to ministry personnel units at their request.

The second area of concentration in work force planning was on developing an effective and visible corporate career planning strategy. It was decided to identify and verify the critical technical and managerial skills necessary for success in key occupational groups, then communicate this information to those people looking to develop their careers in

these fields. The first stage in the process, entitled "task/critical skill analysis" has begun with the internal auditors and will be extended in 1982 to the systems community. There will also be an analysis of a representative group of middle managers to identify the critical skills and knowledge necessary for middle managers to function effectively.

The Commission's overall strategy is to work alongside individual ministry work force planning staff in order to teach the critical skills identification process, then aggregate the information furnished by each ministry and establish a central data bank from which decisions can be made about government training and development needs, inter and intra occupational group career paths and the supply and demand for various skills. The Commission will coordinate the analysis of service-wide occupational groups. The information will also be used for career counselling purposes.

(b) Performance Appraisal

During the first six months of 1981, ministries were interviewed to review the degree of implementation of the government's performance appraisal policy promulgated January, 1980. More than 80% of the ministries had met or exceeded their projected implementation plans and matched or exceeded the intent of policy.

Ministries were supportive of having a corporate policy in place which provided them with the ability to design individual programs within corporate objectives.

(c) Management Standards Booklets

Two Management Standards booklets in the field of human resources management were initiated in January 1982, namely, Human Resource Planning and Performance Management.

The main research and writing is being carried out by Work Groups drawn from the cooperating ministries through the Resource Teams whose role it is to advise the working groups and review their various drafts. The Commission officers in both Resource Teams were from the Planning and New Programs Section.

(d) Quality of Working Life

The Civil Service Commission is interested in Quality of Working Life as it may result in changes in the workplace that furnish employees with increased job satisfaction and provide the organization with better performance and may result in improved labour relations.

On February 10, 1981, the Chairman of the Civil Service Commission and the Vice President of the Ontario Public Service Employees Union signed a Statement of Purpose and Shelter Agreement which reflects the intent of both the union and the employer to support Quality of Working Life initiatives in the Ontario Public Service.

Since the signing of the Statement of Purpose, a number of information sessions have been given by Commission staff, by the Union, or jointly. Twelve potential sites have been identified, of which one, the Oakridge Unit at the Mental Health Centre, Penetanguishene, is now official. Two other sites look like good possibilities.

A major development during the year was the agreement that the Ontario Quality of Working Life Centre will provide consulting services for the first official sites identified. This will provide sites within the Ontario Public Service with a high quality of consulting expertise.

(e) Summary of Staff Development in the Ontario Public Service
(1979/80 and 1980/81)

The Summary of Staff Development in the Ontario Public Service represents the first comprehensive survey of staff development activity within the government. It was developed jointly by Planning and New Programs and the Women Crown Employees Office.

The summary follows the main variables compiled by ministries in their annual Staff Development Reports, highlighting:

- (a) participant and staff development expenditures;
- (b) course types and source of programs;
- (c) participation by office services category compared with other modules; and
- (d) organizational support.

The summary, in draft form, was reviewed with staff development managers and affirmative action program managers, for their verification and recommendations prior to publication.

(f) Pilot Personnel Training Program

In February 1980 the Civil Service Commission approved a proposal for a centrally coordinated pilot personnel training program. The program was designed to identify, assess and provide developmental opportunities for civil servants who wish to become personnel practitioners.

During 1980 an assessment process was designed and administered and on-the-job training assignments for the successful participants commenced during the months of January through June 1981, and ended between the months of August and December 1981. On-the-job training was supplemented by several Commission courses and a series of less formal seminars on topics of interest to personnel administrators.

The program was independently evaluated and the findings and recommendations were presented to the Personnel Manpower Planning Committee. Although the committee decided against a re-introduction of the program because the demand for trainees was not as strong as it had once been, it was agreed that much had been learned about such work force planning techniques as assessment centres, career planning, and task and critical skill analysis.

(g) Consultation

During the year, the unit continued to provide consultation and assistance on policy interpretation and application to ministries, agencies, other provinces and the private sector regarding performance appraisal, staff development policies, work force planning, quality of working life, employee orientation, variable working hours, and other human resource management initiatives.

STAFF DEVELOPMENT SERVICES

During the fiscal year 1981/82 Staff Development Services consolidated its range of programs and started efforts to make the courses offered more directly focused on the operational needs of ministries. To do this, some courses were cancelled while others were changed, to some degree, to make their application more job-related.

In total, 34 different courses were offered 166 times. This resulted in about 2900 civil servants being trained. This represents approximately 9000 course days.

The consulting function, which is an integral part of the range of services offered by the unit, provided 230 days of team-building, goal-setting, management coaching and organizational problem-solving help to ministries during the year.

FRENCH LANGUAGE SERVICES

This section provides French-language training to public servants, coordinates exchanges with Quebec and liaises with ministries on matters of personnel policies related to the provision of services in French.

The language training program comprises day and evening classes, specialized ministry classes and private tutoring.

Except for the Toronto evening program, which caters to both federal and provincial students, language training of a general nature is decreasing. On the other hand, we have experienced an increase in the number of courses which focus on the needs of client ministries.

In the past year, some 600 students have participated in language training in Cochrane, Cornwall, Goderich, North Bay, Ottawa, Sault Ste. Marie, Sudbury, Thunder Bay, Timmins, Toronto and Windsor.

In the summer of 1981, 147 Quebec and 96 Ontario university students participated in the Ontario/Quebec Summer Job Exchange Program. This thirteen-week program provides the students with an opportunity to become acquainted with the culture of the host province, to improve the student's second language skill, and to benefit from a worthwhile work experience. The students are placed in the ministries and agencies of the Ontario/Quebec governments.

Efforts to effect reciprocal civil servant exchanges had to be abandoned for the time being in light of particularly acute budget constraints. It is hoped that this vehicle may be used to provide managerial and professional experience to potential executives.

A francophone civil servant attended a four-week international conference of hospital administrators held under the auspices of L'Agence de Cooperation Culturelle et Technique.

ADMINISTRATIVE SERVICES BRANCH

This branch is responsible for a number of functions in support of the internal operations of the Commission. These include the traditional support functions such as personnel, finance, data processing, and library services. However, the branch is also responsible for maintaining and distributing those volumes of the government's Manual of Administration devoted to corporate personnel policies and procedures. In addition the branch provides secretariat support for all meetings of the management committees of the Civil Service Commission and the Civil Service Commission itself. This secretariat support also extends to the activities of the employee's Quarter Century Club and includes the controllership of the funds allocated to the Club's activities.

The branch is also responsible for a number of corporate services provided to ministries which are related to, but are not directly a part of, the personnel administration mandate of the Civil Service Commission.

Communications and Publicity

Communications and Publicity services involve the production and distribution of topical, a newspaper designed to inform employees of government policies, programs and people. This tabloid appears twice a month. Four times a year, special issues of topical are published that are dedicated to material of particular interest to pensioners. These services also involve the production and distribution of job mart, a tabloid solely concerned with the advertising of job opportunities in the Ontario Public Service. This tabloid appears weekly: on the weeks that topical is published it forms part of this tabloid. The coordination of the placement of most civil service job advertisements in selected external media also forms a part of these advertising responsibilities.

Employee Charity

Employee Charity services include the coordination of the government employee's charity campaigns and the trusteeship of the funds collected through these campaigns. During 1981/82, \$1,025,498.96 was collected through 27 local campaigns for the United Way charities, and \$235,475.89 was raised in support of the Cancer/Heart Research charities. In addition, a number of Blood Donor Clinics for government employees are held on a regular basis in the Toronto area.

Chaplaincy Services

Chaplaincy Services provides overall coordination of the activities of the chaplains employed by the Ministries of Community and Social Services, Correctional Services, and Health. In addition to the pastoral care these chaplains provide to the residents of the government's institutions, they also provide advice and assistance to local clergy in helping former residents to be absorbed into the spiritual life of their communities. The coordination of these pastoral activities is undertaken in cooperation with the Ontario Provincial Inter-Faith Committee on Chaplaincy. This Committee is composed of delegates from thirteen different faith groups. Representatives of the three ministries employing chaplains and the Inter-Faith Committee meet at regular intervals in joint session to define the policies under which these ministries will provide pastoral care to their charges.

PERSONNEL AUDIT BRANCH

As the central personnel agency for the Ontario Public Service, the Civil Service Commission is responsible for the development and implementation of a wide range of corporate personnel policies, guidelines, and procedures, most of which it has authorized ministries to administer on its behalf.

The Personnel Audit Branch is an internal audit group which reports to the Chairman of the Civil Service Commission. Its purpose is to evaluate the application of corporate personnel policies, guidelines, and procedures on a service-wide basis; to identify potential for improvement in the personnel systems examined; and to recommend corrective/constructive actions to ministries and/or the Civil Service Commission as applicable.

PUBLIC SERVICE APPEAL BOARDS

The four statutory tribunals, comprising the Public Service Appeal Boards function independently of the Civil Service Commission, with offices at 180 Dundas Street West in Toronto. Grievance Settlement Board and Labour Relations Tribunal members are appointed by Order-in-Council upon nominations received from the respective parties. The Chairman and members of the Public Service Grievance Board are appointed by Order-in-Council. The Classification Rating Committee Chairman and members are designated by the Chairman, Civil Service Commission. A small staff is assigned to provide administrative and clerical support to the Boards and Tribunal.

The Grievance Settlement Board, by its nature, has more cases pending hearing but the large backlog of two years ago has been reduced to acceptable levels.

Labour relations disputes arising between the Crown in Right of Ontario as the employer and its employees in bargaining units may be heard and resolved by an appropriate tripartite tribunal established under the Crown Employees Collective Bargaining Act. In the case of non-bargaining unit employees, individuals may be heard by quasi-judicial tribunals under the Public Service Act and Regulations.

The Ontario Public Service Labour Relations Tribunal administers the Crown Employees Collective Bargaining Act and is empowered by the Act to decide disputes referred to it by the parties relative to union representation rights such as: collective bargaining procedures, mediation and/or arbitration of collective agreements; good faith bargaining; alleged strikes and/or lock-outs; consent to prosecute under the Act; inclusions and exclusions of employees under the Act. Individual bargaining unit employees may also enter appeals on such matters such as: union dues, fair representation, and complaints of irregularities allegedly contravening the Act.

The Grievance Settlement Board, established by Section 19(1) of the Crown Employees Collective Bargaining Act, is solely responsible for the adjudication of union and employee rights disputes such as dismissals, suspensions, discipline, working conditions, and classification. Union policy grievances may require the Board to interpret sections of collective agreements. Although the Tribunal is empowered by the Act to review its own decisions upon application by one or more of the parties, Grievance Settlement Board decisions may be reviewed only by the courts and then on very narrow grounds such as: jurisdiction, natural justice, statute interpretations, rather than on matters of merit.

The Public Service Grievance Board, authorized by the Public Service Act, and in particular Part 5 of Regulation 881, sits in quasi-judicial proceedings to hear grievances from non-bargaining unit employees concerning working condition matters such as: dismissal, suspension, merit increase, promotion and transfer. Decisions are final, although dismissals are subject to the authority of the Lieutenant Governor in Council and to judicial review as with the Grievance Settlement Board.

Classification Rating Committees are designated by the Chairman, Civil Service Commission. Pursuant to Regulation 881 under the Public Service Act, he refers, to a committee, position classification grievances from eligible employees who are excluded from the Crown Employees Collective Bargaining Act. Such Committees are quasi-judicial tribunals and sit with one personnel administrator from a non-interested ministry and two persons who are not civil servants. One of the latter two acts as Chairman.

Activities of the Appeal Boards

Fiscal Year 1981/82

	<u>On Hand</u> <u>Apr. 1/81</u>	<u>Received</u>	<u>Withdrawn</u>	<u>Completed</u>	<u>Pending</u> <u>(Mar. 31,</u> <u>1982)</u>
Tribunal	5	43	10	18	20
Grievance Settlement Board	781	627	806	155	447
Public Service Grievance Board	5*	17	8	7	7
Rating Committee	12*	30	15	15	12
	<hr/> 803	<hr/> 717	<hr/> 839	<hr/> 195	<hr/> 486

The above data is based on settled and/or withdrawn grievances and issued awards; for the Tribunal, proceedings completed or terminated by the Tribunal.

* adjusted figures - from 2 and 2 respectively.

TOTAL STAFF STRENGTH* - ONTARIO PUBLIC SERVICE

		<u>CLASSIFIED</u>	<u>UNCLASSIFIED</u>	<u>CROWN</u>	<u>TOTAL</u>
1980	March	67,999	12,241	2,283	82,523
	April	67,821	12,024	2,292	82,137
	May	67,898	19,633	2,290	89,821
	June	67,905	23,229	2,309	93,443
	July	67,856	27,964	2,324	98,144
	August	67,728	25,124	2,319	95,171
	September	67,680	16,629	2,323	86,632
	October	67,695	14,287	2,310	84,292
	November**	67,592	13,554	1,352	82,498
	December	67,577	12,947	1,355	81,879
1981	January	67,673	13,179	1,317	82,169
	February	67,685	13,585	1,317	82,587
	March	67,637	13,208	1,314	82,159
	April	67,709	12,959	1,294	81,962
	May	67,725	20,268	1,294	89,287
	June	67,701	21,818	1,298	90,817
	July	67,491	27,331	1,294	96,116
	August	67,296	24,923	1,286	93,505
	September	67,175	17,092	1,340	85,607
	October	67,127	13,868	1,334	82,329
	November	67,174	13,632	1,335	82,141
	December	67,118	13,379	1,347	81,844
1982	January	67,030	13,428	1,351	81,809
	February	66,893	13,529	1,351	81,773
	March	66,966	13,509	1,351	81,826

* Includes OPP and Security Guard and Environment Plant Operator classified staff and Environment Plant Operator unclassified staff.

* Excludes Lieutenant Governor, Provincial Auditor, Ombudsman and Legislative Assembly.

** Responsibility for operations was transferred from the Province to the Metropolitan Toronto Housing Authority effective November 1, 1980.

NOTE: Employees who are receiving Long Term Income Protection are not counted in the above statistics but are reflected in the statistical tables at the back of this report.

NOTES ON STATISTICAL TABLES

- 1) The figures in the following tables include all civil servants recorded on the "Integrated Payroll, Personnel, Employee Benefits System". This system is the only ready source for the data on which the information the Commission requires is based. However, as with any computerized system, this data is subject to errors in coding and delays in input; the tables should therefore be read for their general statistical value, not as perfectly accurate "counts".
- 2) The reader should also be aware that the figures include civil servants on leave of absence without pay and the Long Term Insurance Plan, but, as noted, such civil servants are not included in the Total Staff Strength, Ontario Public Service table on the previous page.
- 3) This year, as well as last year, the senior executives have been included in the Civil Service enrolment figures.
- 4) The Civil Service Enrolment By Geographic Location is based on the work location of the employee in the Regional Municipalities, counties and districts as defined in the Municipal Directory published by the Ontario Ministry of Intergovernmental Affairs.
- 5) A general review of the accuracy of the figures published in the tables was undertaken in 1980/81. Changes to previously published data resulting from this review have been noted in the following tables.

CIVIL SERVICE ENROLMENT

	Mar. 31, 1980	Mar. 31, 1981	Mar. 31, 1982
Agriculture & Food	1,550	1,566	1,517
Attorney General	3,017	3,089	3,123
Cabinet Office	33	32	29
Colleges & Universities	615	578	581
Community & Social Services	10,509	10,454	10,281
Consumer & Commercial Relations	1,838	1,846	1,750
Correctional Services	4,707	4,864	4,867
Culture & Recreation	879	882	822
Education	1,473	1,595	1,538
Energy	100	125	157
Environment	1,997*	2,006	2,050
Government Services	2,870	2,787	2,853
Health	11,407	11,390	11,082
Housing	1,086	988	1,198
Industry & Tourism	498	516	481
Intergovernmental Affairs	195	243	50
Justice Policy Secretariat	12	13	13
Labour	1,272	1,394	1,414
Lieutenant Governor's Office	4	3	2
Management Board of Cabinet	250	245	244
Natural Resources	4,413	4,404	4,348
Niagara Escarpment Commission	2	1	2
Northern Affairs	153	161	163
Office of the Premier	48	49	48
Ontario Development Corporation	170	159	153
Ontario Place Corporation	57	58	59
Resources Policy Secretariat	15	15	11
Revenue	3,848	3,747	3,700
Social Policy Secretariat	36	33	36
Solicitor General	5,672	5,690	5,854
Transportation & Communications	10,307	10,169	10,039
Treasury and Economics	415	386	389
TOTAL	69,448	69,488	68,854

* Correction to figures published in 1979/80 Report.

NOTE 1: Provincial Auditor, Office of the Ombudsman, and Legislative Assembly are not reported as they do not employ civil servants.

NOTE 2: The OPP Uniformed Staff are included in the figures for the Solicitor General and consist of the following: 4,141 as at March 31, 1980; 4,153 as at March 31, 1981; and 4,144 as at March 31, 1982.

DISTRIBUTION OF TOTAL SERVICE

A. By Age Intervals

	Mar. 31, 1980	Mar. 31, 1981	Mar. 31, 1982
Under 25	5,522	5,080	4,420
25 - 34	21,639	21,483	20,448
35 - 44	15,973	16,655	17,749
45 - 54	14,152	14,174	14,180
55 - 64	11,970	11,944	11,917
65 and Over	192	152	140
TOTAL	69,448	69,488	68,854

B. By Staff Type

	Mar. 31, 1980	Mar. 31, 1981	Mar. 31, 1982
Regular	62,848	63,667	64,071
Probationary	6,600	5,821	4,783
TOTAL	69,448	69,488	68,854

DISTRIBUTION OF TOTAL SERVICE

C. By Sex

	Mar. 31, 1980	Mar. 31, 1981	Mar. 31, 1982
Males	41,086	40,884	40,291
Females	28,362	28,604	28,563
TOTAL	69,448	69,488	68,854

D. By Salary Intervals

	Mar. 31, 1980	Mar. 31, 1981	Mar. 31, 1982
Under \$10,000	1,096	283	197
10,000 - 14,999	30,368	19,800	8,405
15,000 - 19,999	17,240	22,210	26,875
20,000 - 24,999	12,269	15,348	15,102
25,000 - 29,999	4,414	5,544	8,678
30,000 - 34,999	2,087	2,823	4,288
35,000 - 39,999	1,209	1,774	2,333
40,000 and Over	765	1,706	2,976
TOTAL	69,448	69,488	68,854

DISTRIBUTION OF TOTAL SERVICE

E. By Year of Appointment

	Mar. 31, 1980	Mar. 31, 1981	Mar. 31, 1982
1982			851*
1981		1,008*	4,606
1980	1,121*	5,434	4,651
1979	5,318	4,522	4,004
1978	5,095	4,472	4,075
1977	3,916	3,513	3,210
1976	3,309	2,981	2,750
1975	3,634	3,304	3,101
1974	5,071	4,697	4,383
1973 and Before	41,984	39,557	37,223
TOTAL	69,448	69,488	68,854

* Represents the first quarter of the calendar year

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1982

A. By Age and Salary Groups

SALARY	UNDER 25	25-34	35-44	45-54	55-64	65 AND OVER	TOTAL
Under \$10,000	4	6	18	44	124	1	197
10,000 - 14,999	1,779	2,493	1,523	1,134	1,457	19	8,405
15,000 - 19,999	2,096	8,846	5,827	5,108	4,933	65	26,875
20,000 - 24,999	461	5,169	4,004	3,053	2,397	18	15,102
25,000 - 29,999	80	2,630	3,045	1,800	1,113	10	8,678
30,000 - 34,999	-	818	1,537	1,246	681	6	4,288
35,000 - 39,999	-	291	843	729	467	3	2,333
40,000 and Over	-	195	952	1,066	745	18	2,976
Total	4,420	20,448	17,749	14,180	11,917	140	68,854
Percentage	6.42%	29.70%	25.78%	20.59%	17.31%	0.20%	100%

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1982

B. By Sex and Salary Groups

	UNDER 10,000	10,000- 14,999	15,000- 19,999	20,000- 24,999	25,000- 29,999	30,000- 34,999	35,000- 39,999	40,000 AND OVER	TOTAL
Males	36	1,189	12,183	11,248	7,177	3,705	2,077	2,676	40,291
Females	161	7,216	14,692	3,854	1,501	583	256	300	28,563
Total Numbers	197	8,405	26,875	15,102	8,678	4,288	2,333	2,976	68,854
Percentage	0.28%	12.21%	39.04%	21.94%	12.61%	6.22%	3.38%	4.32%	100%

CIVIL SERVICE ENROLMENT BY GEOGRAPHIC LOCATION

	Mar. 31, 1981	Mar. 31, 1982
<u>EASTERN ONTARIO PLANNING REGION</u>		
FRONTENAC	2,109	2,122
HASTINGS	750	748
LANARK	1,384	1,503
LEEDS & GRENVILLE	1,442	1,442
LENNOX & ADDINGTON	212	207
OTTAWA-CARLETON (R.M.)	1,244	1,202
PRESCOTT & RUSSEL	249	224
PRINCE EDWARD	484	485
RENFREW	435	442
STORMONT, DUNDAS & GLENGARRY	469	471
Subtotal	8,778	8,846
<u>CENTRAL ONTARIO PLANNING REGION</u>		
BRANT	496	483
DUFFERIN	47	51
DURHAM (R.M.)	1,443	1,403
HALDIMAND-NORFOLK (R.M.)	374	361
HALIBURTON	90	87
HALTON (R.M.)	975	1,045
HAMILTON-WENTWORTH (R.M.)	2,106	1,992
MUSKOKA (R.M.)	869	843
NIAGARA (R.M.)	693	669
NORTHUMBERLAND	652	679
PEEL (R.M.)	1,026	1,036
PETERBOROUGH	559	549
SIMCOE	2,975	2,959
VICTORIA	294	283
WATERLOO (R.M.)	514	522
WELLINGTON	1,256	1,225
YORK (R.M.)	641	639
Subtotal	15,010	14,826
METROPOLITAN TORONTO	27,509	27,310
TOTAL CENTRAL ONTARIO PLANNING REGION	42,519	42,136

CIVIL SERVICE ENROLMENT BY GEOGRAPHIC LOCATION

(continued)

	Mar. 31, 1981	Mar. 31, 1982
<u>SOUTHWESTERN ONTARIO PLANNING REGION</u>		
BRUCE	161	159
ELGIN	1,141	1,131
ESSEX	665	663
GREY	431	438
HURON	410	416
KENT	1,343	1,275
LAMBTON	329	329
MIDDLESEX	3,159	3,105
OXFORD	931	899
PERTH	245	242
Subtotal	8,815	8,657
<u>NORTHEASTERN ONTARIO PLANNING REGION</u>		
ALGOMA	1,077	1,015
COCHRANE	1,141	1,026
MANITOULIN	94	94
NIPISSING	1,524	1,519
PARRY SOUND	295	286
SUDBURY (R.M.)	1,174	1,139
SUDBURY	238	236
TIMISKAMING	337	444
Subtotal	5,880	5,759
<u>NORTHWESTERN ONTARIO PLANNING REGION</u>		
KENORA	929	936
RAINY RIVER	227	227
THUNDER BAY	2,323	2,277
Subtotal	3,479	3,440
OUTSIDE CANADA	17	16
TOTAL ENROLMENT	69,488	68,854

APPOINTMENTS WITHIN THE CLASSIFIED STAFF

BY MONTH

MONTH	1979-80 *	1980-81 *	1981-82 *
April	1,094	851	926
May	851	965	1,208
June	1,060	1,326	953
July	1,291	1,037	949
August	1,627	1,026	1,044
September	1,084	819	850
October	949	1,128	1,128
November	1,295	986	817
December	724	642	555
January	1,012	1,125	1,612
February	1,128	866	1,172
March	1,276	839	869
TOTAL	13,391	11,610	12,083

* Excludes the Ontario Provincial Police

APPOINTMENTS TO THE CLASSIFIED STAFF

BY MONTH

MONTH	1979-80 *	1980-81 *	1981-82 *
April	296	319	386
May	316	579	624
June	552	562	411
July	494	452	482
August	685	539	374
September	596	533	404
October	562	600	534
November	687	556	360
December	385	298	219
January	447	530	397
February	413	372	328
March	491	456	385
TOTAL	5,924	5,796	4,904

* Excludes the Ontario Provincial Police

APPOINTMENTS TO AND WITHIN THE CLASSIFIED STAFF *

MONTH	WITHIN THE CLASSIFIED STAFF	TO THE CLASSIFIED STAFF	TOTAL
1981			
April	926	386	1,312
May	1,208	624	1,832
June	953	411	1,364
July	949	482	1,431
August	1,044	374	1,418
September	850	404	1,254
October	1,128	534	1,662
November	817	360	1,177
December	555	219	774
1982			
January	1,612	397	2,009
February	1,172	328	1,500
March	869	385	1,254
TOTAL	12,083	4,904	16,987

* Includes the Ontario Provincial Police

APPOINTMENTS TO THE CLASSIFIED STAFF

A. By Age Intervals

	AT FISCAL YEAR-END		AT APPOINTMENT	
	1979-80	1980-81	1980-81	1981-82
Under 25	2,162	1,937	2,104	1,409
25 - 34	2,490	2,432	2,327	2,091
35 - 44	842	984	953	839
45 - 54	434	448	437	433
55 - 64	155	135	115	132
TOTAL	6,083	5,936	5,936	4,904

NOTE: In 1979/80, the age intervals were based on the age of the employee as at the end of the fiscal year (March 31). In future, the published figures will be based on the employee's age on the Appointment to Probationary Staff Date. Both figures have been published for 1980/81 for comparison purposes.

APPOINTMENTS TO THE CLASSIFIED STAFF

B. By Salary Intervals

	AT APPOINTMENT		
	1979-80	1980-81	1981-82
Under \$10,000	1,069	221	20
10,000 - 14,999	3,298	3,172	1,768
15,000 - 19,999	1,257	1,773	2,099
20,000 - 24,999	251	431	540
25,000 - 29,999	127	165	272
30,000 - 34,999	42	77	107
35,000 - 39,999	23	42	41
40,000 and Over	16	55	57
TOTAL	6,083	5,936	4,904

APPOINTMENTS TO THE CLASSIFIED STAFF

C. By Source and Sex

	1979-80			1980-81			1981-82		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
New Employees	1,660	2,121	3,781	1,589	2,072	3,661	1,300	1,634	2,934
Re-hires	415	947	1,362	482	865	1,347	419	771	1,190
Unclassified	257	683	940	288	640	928	271	509	780
TOTAL	2,332	3,751	6,083	2,359	3,577	5,936	1,990	2,914	4,904

SEPARATIONS FROM THE CLASSIFIED STAFF

A. By Age Intervals

	AT FISCAL YEAR-END		AT SEPARATION	
	1979-80	1980-81	1980-81	1981-82
Under 25	799	823	946	640
25 - 34	2,483	2,267	2,208	2,024
35 - 44	886	820	794	847
45 - 54	481	456	454	385
55 - 64	933	882	905	822
65 and Over	835	822	763	847
TOTAL	6,417	6,070	6,070	5,565

NOTE: In 1979/80, the age intervals were based on the age of the employee as at the end of the fiscal year (March 31). In future, the published figures will be based on the employee's age on the Separation Date. Both figures have been published for 1980/81 for comparison purposes.

SEPARATIONS FROM THE CLASSIFIED STAFF

B. By Salary Intervals

	AT SEPARATION		
	1979-80	1980-81	1981-82
Under \$10,000	312	63	21
10,000 - 14,999	3,419	2,961	1,199
15,000 - 19,999	1,545	1,640	2,391
20,000 - 24,999	614	750	998
25,000 - 29,999	278	294	399
30,000 - 34,999	112	152	246
35,000 - 39,999	74	105	127
40,000 and Over	63	105	184
TOTAL	6,417	6,070	5,565

SEPARATIONS FROM THE CLASSIFIED STAFF

C. By Years of Classified Service

	AT FISCAL YEAR-END		AT SEPARATION	
	1979-80	1980-81	1980-81	1981-82
Less than 1 year	362	359	894	235
Less than 2 years	673	853	661	787
Less than 3 years	609	583	485	574
Less than 4 years	601	431	442	384
Less than 5 years	350	433	323	330
5 years and over	3,822	3,411	3,265	3,255
TOTAL	6,417	6,070	6,070	5,565

NOTE: In 1979/80, the number of years of service was based on the end of the fiscal year (March 31). In future, the published figures will be based on the number of years of service on the Separation Date. Both figures have been published for 1980/81 for comparison purposes. Service prior to the Appointment to Probationary Staff Date which was recognized at the time of a takeover (e.g. Ontario Hospital Services Commission) is not included in this table.

SEPARATIONS FROM THE CLASSIFIED STAFF

D. By Reason and Sex

	1979-80			1980-81			1981-82		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
Retirement	985	452	1,437	936	488	1,424	942	456	1,398
Dismissed	35	24	59	57	33	90	36	19	55
Released	42	35	77	11	15	26	42	33	75
Resigned	1,818	2,689	4,507	1,447	2,632	4,079	1,347	2,367	3,714
Transferred	59	32	91	117	113	230	43	21	64
Death	187	59	246	160	61	221	188	71	259
TOTAL	3,126	3,291	6,417	2,728	3,342	6,070	2,598	2,967	5,565

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Civil Service Commission



1982/1983 Annual Report



ce of the
Chairman

The Management
Board of
Cabinet

Frost Building
Queen's Park
Toronto Ontario
416.965-6795

March 31, 1983

His Honour,
The Lieutenant Governor of
the Province of Ontario

May it please your Honour:

The undersigned respectfully presents the Annual Report of the Civil
Service Commission of Ontario for the period ended March 31, 1983.

A handwritten signature in cursive script that reads "George R. McCague".

George R. McCague
Chairman
Management Board of Cabinet



Office of the
Chairman

Civil
Service
Commission

Frost Building South
Queen's Park
Toronto, Ontario
M7A 1Z5
(416) 965-2076

March 31, 1983

The Honourable George R. McCague
Chairman
Management Board of Cabinet

Dear Mr. Minister:

I am pleased to forward to you for your consideration, the Annual
Report of the Civil Service Commission for the Fiscal Year ended
March 31, 1983.

G. R. Waldrum
Chairman
Civil Service Commission

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DIRECTORY

Minister to whom the
Commission reports

The Honourable George R. McCague
Chairman
The Management Board of Cabinet

Civil Service Commission

Chairman and Deputy Minister
of the Civil Service Commission Staff

Mr. G. H. Waldrum

Commissioners

Mrs. E. M. McLellan
Deputy Provincial Secretary for
Social Development

Mr. D. Sinclair
Deputy Provincial Secretary for
Justice

Mrs. A. M. Kemp
(until October 19, 1982)

Miss L. K. Shaddy
Manager, External Affairs
Public Affairs Department
Toronto Dominion Bank
(from November 17, 1982)

T. E. Armstrong, Esq., Q.C.
Deputy Minister of Labour

Mr. R. D. Carman
Secretary, Management Board
of Cabinet

Mr. H. Gilbert
Deputy Minister of
Transportation & Communications

Secretary

Mr. R. A. Whitelaw

Civil Service Commission Executive Staff

Executive Director
Compensation Division

Mr. J. A. Jackson

Executive Director
Staff Relations Division

Mr. J. R. Scott

Director Pay Policy Branch	Mr. K. W. Skelton
Director Classification Branch	Mr. H. D. Burt
Director Benefits Policy Branch	Miss E. Aboud
Director Recruitment Branch	Mr. L. M. Tobias
Director Staff Development Branch	Mr. T. A. Dawes
Executive Secretary Senior Appointments and Compensation	Mr. J. B. Hansen
Director Personnel Audit Branch	Mr. P. G. Schwindt
Director Administrative Services	Mrs. N. Hoult
	Mr. V. A. Bailey (Acting Director to September, 1982)

Public Service Appeal Boards

Chairman Public Service Grievance Board	Professor C. G. Simmons
Chairman Classification Rating Committee	Professor C. G. Simmons
Chairman Ontario Public Service Labour Relations Tribunal	O. B. Shime, Esq., Q.C.
Chairman Grievance Settlement Board	Mr. J. F. W. Weatherill
Secretary, Appeal Boards and Registrar, Tribunals	Mr. H. F. Goss

INTRODUCTION

Each year, the Ontario Civil Service Commission is required by the Public Service Act to present, through the Minister to the Lieutenant Governor in Council, a report on the performance of its duties during the preceding year.

As a result of rapidly changing needs in society, the Commission has had an active year in dealing with personnel matters of the Ontario Government. This Annual Report outlines the approach the Commission has taken in meeting these needs during the past year, and highlights the activities of the Commission for the twelve months April 1982 to March 1983.

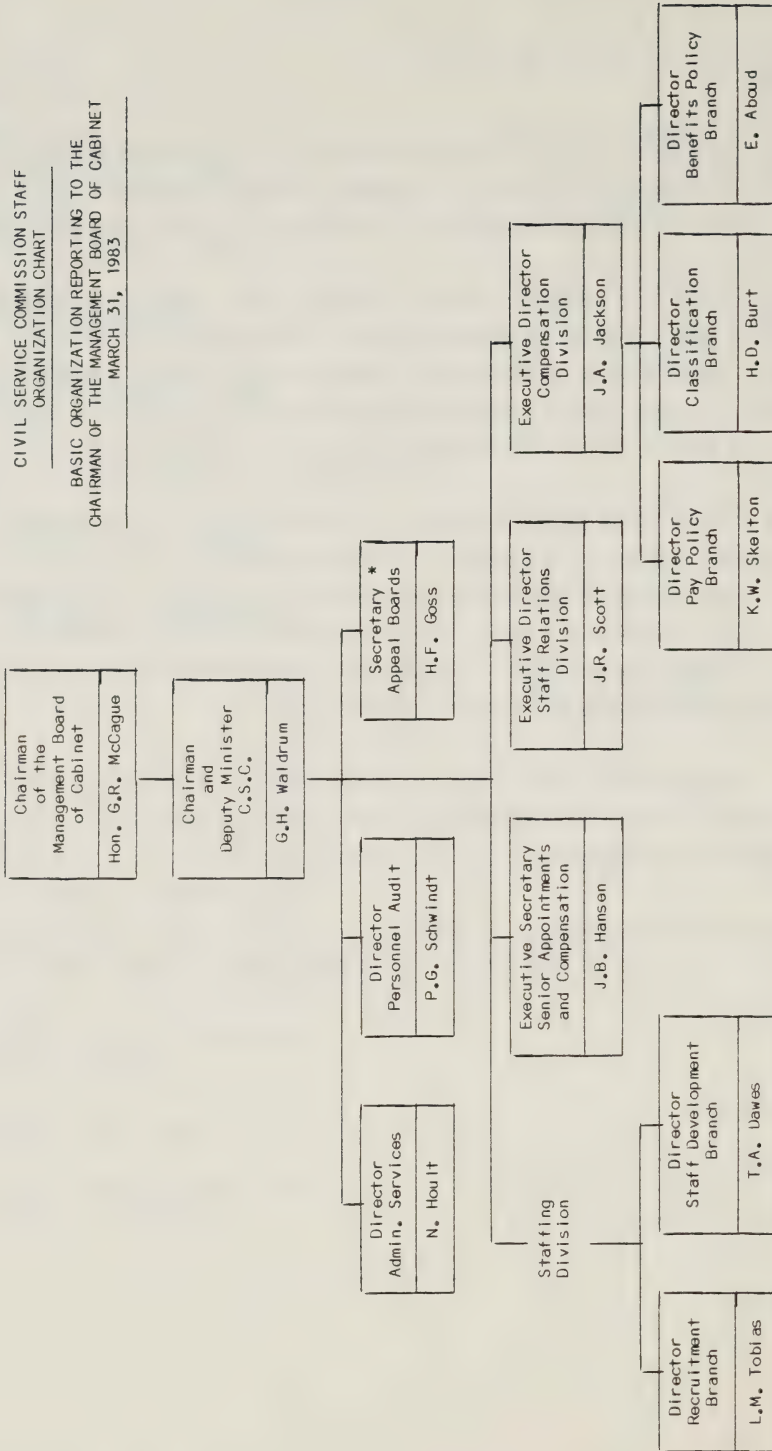
The purpose of the Civil Service Commission and its staff is to provide corporate personnel policies, programs, and services which, in conjunction with effective leadership and management throughout the Ontario Public Service, will result in a proficient work force committed to the implementation of government policies and programs. In addition, the Commission has the responsibility for administering the Public Service Act.

Every year the Commission deals with the management of ongoing and new issues in the personnel area. Examples include executive development, manpower planning, performance appraisal, and the surplus policy.

This report contains comments on the new initiatives and a summary of the ongoing major programs of the divisions and branches of the Civil Service Commission.

G. H. Waldrum
Chairman
Ontario Civil Service Commission

CIVIL SERVICE COMMISSION STAFF
ORGANIZATION CHART
BASIC ORGANIZATION REPORTING TO THE
CHAIRMAN OF THE MANAGEMENT BOARD OF CABINET
MARCH 31, 1983



* Appeal Boards transferred to the Ministry of Labour, April 1, 1983

COMPENSATION DIVISION

The Compensation Division is responsible for the application and administration of the government's compensation policy for approximately 70,000 employees. The compensation policy of the government is to provide salaries, benefits and other terms of employment which will attract and retain competent employees to carry out the programs of the government. The Compensation Division includes three branches, Pay Policy Branch, Classification Branch, and Benefits Policy Branch and the Special Compensation and Training Section.

PAY POLICY BRANCH

The overall responsibility of the Pay Policy Branch is the development and publication of all pay structures, systems, and policies used by the Ontario Public Service.

To this end, the branch reviews annually the salary ranges of classes excluded from the bargaining unit and recommends, through the Management Board of Cabinet, salary revisions which allow the provincial government to continue to attract and retain the qualified staff it needs to run its programs. The branch also assists the Staff Relations Division in setting bargaining objectives for salary negotiations with the Ontario Public Service Employees' Union and provides advice as requested by the division in negotiations on working conditions.

The branch develops the regulations, policies, and procedures required in administering pay transactions, special compensation systems, and premium pay to ensure equitable and consistent treatment for provincial government employees. It also provides interpretation and advice on the application of pay policies to personnel practitioners in ministries.

HIGHLIGHTS OF 1982-83

Management Salary Revisions - April 1982

Management Compensation Plan and Excluded Classes

Cost	\$32,203,212
No. Employees Covered	11,957

Medical Classes

Cost	\$ 1,288,051
No. Employees Covered	256

BENEFITS POLICY BRANCH

This branch has two distinct areas of responsibility:

- . development of policy on benefits for public servants; and
- . coordination of public sector pension plan issues for the Management Board.

Within the framework of financial constraints and collective bargaining, the branch is responsible for policies and programs relating to benefits for public servants which include: vacations, holidays, sick leave, severance pay, life and disability insurance, hospital, drug and dental insurance and pensions. In addition, the branch develops service-wide policies on attendance improvement, monitors experience, and provides training aids.

The branch also coordinates issues relating to employee pension plans in the Ontario public sector for Management Board. It is responsible for: early identification of problems, a consistent approach to problem resolution, and the development of more effective cost control procedures.

A brief overview of the Attendance Improvement Program follows.

ATTENDANCE IMPROVEMENT PROGRAM

Absenteeism has, in recent years, been the subject of much research because it provides one of the very few quantifiable measures of organizational health and managerial effectiveness in service organizations.

Results of research into causes of absenteeism in North America clearly indicate that the degree of disability experienced by an employee who is sick is affected by non-medical factors such as personal problems, working conditions, and relationships with supervisors and co-workers. This is especially true of short absences of one to two days.

While no researcher has as yet been able to determine the degree of absence due to serious illness as opposed to other problems, there is a growing conviction that much of the short-term absence can be controlled by giving greater attention to the relevant factors and to the training of supervisors in the management of people.

Program Highlights

The Civil Service Commission has established a comprehensive system of absence data collection, analysis and reporting. This information is made available to supervisors at various levels in the public service.

The Commission is responsible for the development of service-wide policies, monitoring of experience and provision of training aids to ministries.

In the last year, some ministries have incorporated the Attendance Improvement Training Package into their overall training program for supervisors. One ministry in particular has offered the package to its bargaining unit staff and has had good response. The average days' absence per employee in most ministries show a declining trend.

The statistics quoted below show that, on a service-wide basis, the program is having a positive impact.

Public Service Statistics

A review of the reports for the last year indicates that there has been a steady improvement in service-wide absence. For the 12-month periods ending December 1980 to December 1982, the figures are:

<u>12 Months Ending</u>	<u>Average Absences Days</u>	<u>Absences as % of Time</u>
December 1980	10.81	4.59
December 1981	10.22	4.37
December 1982	10.08	4.31

Comparisons with Private Sector

Results of surveys carried out by the Ministry of Labour, private researchers, and the Civil Service Commission indicate that few employers maintain and analyze absence records. The Ministry of Labour survey of 1,600 Ontario firms shows that only 17% keep absence data.

It is not possible, therefore, at this time to make any meaningful comparisons of absence statistics of the Ontario public sector with the private sector.

CLASSIFICATION BRANCH

The Classification Branch has an overall responsibility for classification for all non-executive positions in the OPS. This involves the development and maintenance of classification and position administration systems as well as responsibility for classifying key jobs; these programs are intended to ensure that a cost effective and equitable classification system is available for service-wide use.

In operational terms, this results in emphasis by the branch on:

- . development and maintenance of policies and procedures governing service-wide application and administration of the classification system;
- . development and maintenance of classification standards. These are evaluation standards designed to permit measurement of the relative worth of positions within defined job families;
- . development of review mechanisms and measures designed to inform senior management in government about:
 - the degree of service-wide conformity to published policy;
 - the effects of service-wide administrative decisions with respect to classification on costs and cost trends;
- . classification of designated positions, including key positions within the Management Compensation Plan. This limited control is designed to facilitate maintenance of service-wide consistency in classification decision-making;
- . preparation of policy/position papers on current issues and methodological problems.

While the Civil Service Commission has delegated most classification decision-making authority to line ministries, ongoing monitoring of ministry trends is designed to test the acceptability of ministry decision-making. For example, during 1982/3, the branch assigned classification specialists the task of reviewing a statistically selected sample of ministry decisions. This review produced only a 2.6% variance; given the judgemental nature of the classification process, this degree of consistency is particularly noteworthy.

CLASSIFICATION HIGHLIGHTS

- . A program has been initiated to maintain the viability of the recently developed Management Compensation Plan on a current basis. Elements of the program include: a service-wide review of current issues associated with the new standards and initial experimentation with a mechanism for testing the relative strength of jobs in different occupational groups.
- . Major bargaining unit reviews continued, primarily in the Office and Clerical Services Category and the Social Work and Institutional classes area. In addition, a variety of small scale but essential reviews have been either initiated or completed. Current reviews cover 164 classes with an approximate population of 29,000; a number of these major reviews are nearing completion.
- . A service-wide priority setting exercise has been initiated to identify forthcoming reviews of bargaining unit classification standards. As current projects are completed, new priority reviews will begin. Preliminary studies of issues related to certain classes in the Surveying and Resources Support Groups have begun.
- . A computerized monitoring program provides the Commission and ministries with reliable information on position administration and classification, thereby assisting ministries in meeting their delegated classification requirements. The information we currently provide, or plan to provide in the future, enables ministries and the Commission to set priorities and gauge their response to position administration and classification trends that they perceive to be undesirable.

The Commission had four systems in place and reported regularly to ministries and formally in an annual report on:

- Age of Position Specifications
- Extent of Retroactive Classification
- Document Processing Reliability
- Changes in Classification Levels

Plans are to expand the monitoring program into other areas relevant to ministries and the Commission.

- . The service-wide classification review, a statistically reliable test of the quality of classification decisions throughout the service, was expanded to include test reviews of selected ministries and of specific occupational groups. Results indicated a minimal and most acceptable level of variance throughout.
- . Overall, the information provided by the branch's computerized monitoring systems and the classification review indicates that delegated classification and position administration is being carried out in a responsible manner both by individual ministries and service-wide generally.

SPECIAL COMPENSATION AND TRAINING SECTION

The section combines two separate areas of responsibility for special compensation, and training and communications.

Special compensation provides advice and consultation on the utilization and application of current and emergent technologies in the field of compensation; an advisory service on compensation issues which have cross-divisional/service implications or are required by specialized groups both within and outside the government; divisional response to Management Board on ministry, agency, board and commission submissions which have compensation implications.

Training and communication provides training for the personnel community and line managers in the area of compensation and communication of compensation systems to all employees of the Ontario Public Service.

COMPENSATION TRAINING PACKAGES FOR LINE MANAGERS

The second module of the corporate compensation training program, "Job Description Writing for Line Managers - Bargaining Unit" was marketed. This one-day workshop was designed to prepare line managers to write job descriptions for bargaining unit positions in their organization. Pilot workshops for managers and Train the Trainer sessions for personnel administrators were offered in the summer and early fall of 1982.

STATISTICS - JOB DESCRIPTION WRITING FOR LINE MANAGERS - BARGAINING UNIT

Number of Ministries Participating in Workshops	-	21
Number of Pilot Manager's Workshops	-	5
Number of Participants	-	75
Number of Train the Trainer Sessions	-	6
Number of Participants	-	107

The third module in the program, "Job Description Writing for Line Managers - Management Compensation Plan" has recently been completed. This is also a one-day workshop designed to prepare line managers to write position descriptions for Management Compensation Plan jobs in their organization. Pilot Workshops for managers and Train the Trainer sessions for personnel administrators will be offered in the 1983/84 fiscal year.

COMPENSATION TRAINING PROGRAM FOR PERSONNEL OFFICERS

The program provides compensation training to personnel officers throughout the Ontario Public Service.

STATISTICS - 1982 - 1983

Number of personnel officers trained this fiscal year	-	70
Number of courses given this fiscal year	-	5
Total number trained since program started in 1975	-	1,487

- The preparation and presentation of briefs to boards of arbitration regarding wage rates for employees in classifications in the Correctional Services Category and the Technical Services Category for the period January 1, 1982 to December 31, 1982. An arbitration award was issued in May 1982 for Technical Services Category and in July 1982 for Correctional Services Category.
- The preparation and presentation of briefs to a board of arbitration and the Ontario Public Service Labour Relations Tribunal concerning working conditions and employee benefits for some 52,100 bargaining unit employees represented by the Ontario Public Service Employees Union. An interim decision was issued by the Board of Arbitration on July 28, 1982, with a final award issued February 28, 1983. On December 17, 1982, the parties signed a renewal agreement for the period January 1, 1982 to December 31, 1983.
- The negotiation of salary increases for 1983 with the Ontario Provincial Police Association. The contract which expired on December 31, 1982 was extended to December 31, 1983 in accordance with the provisions of the Inflation Restraint Act, with the permissible 5% increase to salaries. No other changes were made to the compensation plan.
- The continuing review of new and revised positions with respect to exclusion from and inclusion in the bargaining unit in accordance with the criteria outlined in the Crown Employees Collective Bargaining Act.
- The coordination of grievance hearings before the Grievance Settlement Board and the expediting of grievance cases prior to formal board hearings.
- The provision of advice to other divisions and branches in the Civil Service Commission and the Management Board Secretariat with respect to employee relations implications of new and/or revised personnel policies and procedures.

STAFF RELATIONS DIVISION

The Staff Relations Division is responsible for the development and maintenance of policies governing relations between the employer and bargaining agents representing employees in the Ontario Public Service. On behalf of Management Board of Cabinet, the division negotiates agreements covering terms and conditions of employment and represents the Board with respect to employee relations issues arising during the term of these agreements. It provides advice, guidance and direct assistance as required to ministry management in the processing of grievances and the handling of ministry employee relations matters. It acts in an advisory capacity to agencies, boards and commissions covered by the Crown Employees Collective Bargaining Act with respect to their collective bargaining and labour relations activities. The division also coordinates employer appearances before the Ontario Public Service Labour Relations Tribunal, the Ontario Crown Employees Grievance Settlement Board, the Public Service Grievance Board, and the Classification Rating Committee. Under the Ontario Public Service Act the division negotiates collective agreements covering wages, working conditions and employee benefits for non-commissioned ranks of the Ontario Provincial Police. The division is also responsible for the collection, analysis and maintenance of data on external rates of pay, conditions of employment and related matters required in support of collective bargaining and pay determination activities.

The division, with a complement of sixteen staff, consists of two sections - Staff Relations and Pay Research. Activities during the year included:

- . The negotiation of wage rates for 1983 with the Ontario Public Service Employees Union, within the context of the Inflation Restraint Act. The agreements extended under the terms of the Act were effective from January 1, 1983, and covered employees in all bargaining unit categories. These are: the Administrative, Clerical, Correctional, General Operational, Institutional Care, Maintenance, Office, Scientific and Professional, Technical and Law Enforcement Instructors Ontario Police College categories. Increases to salaries and benefits totalled 5%, the maximum permissible under the Inflation Restraint Act.

- . The training and instruction of line managers and personnel practitioners in labour relations matters at conferences, seminars, and workshops.
- . The provision of advice and guidance to ministries, agencies, boards and commissions on the interpretation and administration of collective agreements, the negotiation of agreements, and the application of labour relations legislation.
- . The carrying out of market surveys and studies to obtain data on occupational rates of pay and related compensation policies and practices.
- . The preparation of reports on comparative market data and other information required for scheduled negotiations and compensation reviews and the provision of support services during and following collective bargaining negotiations.
- . The exchange of compensation information with other public and private sector employers in the province, the federal government and the other provincial governments.
- . The preparation and dissemination of statistics and other information on OPS compensation and collective bargaining activities.

SENIOR APPOINTMENTS AND COMPENSATION

EXECUTIVE EDUCATION

An expansion and enrichment of the executive education program was undertaken following advice from a committee of line ministry executives.

The committee reconfirmed a need for earlier identification of individuals with executive potential and more systematic corporate development of that potential. As a step in that direction, a program of corporate management development courses aimed primarily at individuals who have not yet achieved executive status but also open to executives who wish to keep abreast of developments in the management field, was instituted in cooperation with Staff Development Branch.

At the executive level, the committee saw an urgent need to familiarize executives with the potential and risks involved in the burgeoning use of computers as management tools. A two-day seminar on the topic, sponsored in conjunction with Management Board Secretariat, was attended by more than 100 executives. A follow-up seminar is being planned.

In response to another of the committee's concerns, a conference on common goals for elected officials and civil servants was designed and will be presented in the summer of 1983. Initial steps were also taken to institute a corporate orientation program and revise the content of the Program Executive Seminar.

A senior civil servant was seconded to the University of Toronto under an exchange agreement worked out with the Department of Political Science which will see a regular exchange of executives and teaching faculty for the purpose of creating greater mutual understanding.

EXECUTIVE CLASSIFICATION

The first comprehensive report on the service-wide implementation and utilization of the Executive Compensation Plan job evaluation system was compiled during the year. The system has been in process of implementation for the last two years. The report focuses on class standards usage and executive classification activity across the service.

EXECUTIVE STAFFING AND DEVELOPMENT

Of 295 assignments made to executive positions during the year, 62 in the form of secondments, special assignments, and career rotations, were for developmental purposes.

The Commission's capacity to identify and effect developmental moves that will advance the careers of promising individuals and increase their value to the Public Service was heightened by the introduction of an executive skills profile in conjunction with an inventory up-date. The profile identifies 15 skills that are present to some degree in all executive positions. They can be demonstrated and developed. The profile will be used:

- . as a supplement to the overall corporate assessments of potential made by the deputy minister and maintained by the Office of Senior Appointments and Compensation;
- . as a tool in identifying potential candidates for executive positions, matching individuals against position requirements;
- . as a needs indicator for planning educational and training opportunities.

It will give sharper focus to the executive staffing and manpower planning and development functions.

RECRUITMENT BRANCH

The branch goal is to provide staffing policies and services which are consistent with goals of the Commission and which enable and require ministries to fill positions with people who are qualified and competent.

To achieve this goal, the branch is organized into three sections:

- a) The Policy Section develops and monitors the application of staffing policies. Advice, interpretations and assistance are provided to ministries which conduct their own recruitment and selection activities under delegated authority. The section also coordinates the placement of surplus staff. Monitoring of staffing activities in ministries provides information for decision-making at the ministry and corporate levels. Special policy-related projects are undertaken to improve and streamline the staffing process and to resolve associated problems.
- b) The Staffing Training Section provides technical and skill-building instruction to personnel administrators and program managers in the staffing process and its application. Training workshops, designed to meet their unique requirements, are provided for ministry staff. Where the staffing process is well understood and properly applied, the requirement for direct control over staffing transactions is minimized.
- c) The Staffing Section provides direct staffing services to ministries and to the public. The section operates the government's cost recoverable temporary help service. This assists ministries during periods of short-term workload growth, temporary absence of staff, or temporary or experimental programs. The section also provides a recruitment information service for the public seeking permanent employment in the Ontario Public Service and serves as a focal point for general information on Employment Services available throughout various ministries in the public service. It also assists ministries in filling permanent entry-level vacancies by maintaining an inventory of competent and job-ready candidates. A special program of assistance in placing handicapped persons is administered.

The section provides testing services for clerical, typing and stenographic skills, in both French and English.

Special assistance is provided to Metropolitan Toronto high school business education students to obtain a work experience in various ministries; this familiarizes the students with employment in a business environment. In addition, staffing officers represent the Ontario Public Service at the various Career Opportunities presentations sponsored by high schools throughout the province.

ACTIVITY HIGHLIGHTS OF 1982/83

Policy Section

In the Policy Section, the development of a staffing monitoring system base, and the placement of surplus staff required major resource commitments. Because of the large numbers of surplus employees involved (approximately 900 notices of release had been issued as of January 1, 1983), the Policy Section had to re-centralize the administration of the program. At present, approximately 80% of all employees declared surplus have found alternative employment in the OPS. During the year, steps were taken to define the direction and content of staffing monitoring and it is anticipated that the first segments of a monitoring program will be in place during the next fiscal year.

Training Section

A new videotape was added to the staffing training program. This videotape demonstrated effective interview skills and techniques.

Staffing Section

During the fiscal year ending in 1983, the special initiatives undertaken in the International Year of Disabled Persons in 1981 were continued in order to heighten awareness of employment possibilities for disabled people in the public service.

The special series of seminars which commenced in 1981 was continued into 1982/83 to familiarize ministry personnel with the conditions which limit employment opportunities for disabled persons including hiring practices, attitudes, architectural barriers, and lack of technical aids.

A special supplement on employment programs and services for handicapped persons was published in Topical together with narratives of experiences of specific handicapped employees.

A total of 204 ministry placements of disabled persons was coordinated through the Recruitment Branch. In addition, 94 persons participated in temporary work programs in ministries for periods varying from four to twelve weeks to assess and prepare them for regular employment. By the end of 1982, 30 of the participants in the temporary work program had already found gainful employment. Twenty-one were seeking employment and the remainder were undergoing further rehabilitation.

STAFF DEVELOPMENT BRANCH

STAFF DEVELOPMENT SERVICES

Staff Development Services section continued to modify course offerings this past year. The modifications were based on an evaluative survey conducted with past course participants and their managers from all ministries. Significant changes have been initiated to control costs and to ensure that courses operate in the minimum effective time. Our internal staff development consultants have been used increasingly by ministries to present courses within work groups as a way of reducing costs. More courses have been offered regionally and this initiative will be continued in succeeding years.

Corporately funded executive training was offered this year for the first time. Staff Development Services coordinated this initiative on behalf of the Office of Senior Appointments. The eight courses offered were oversubscribed.

Organizational consulting continues to be an important service of the section. This usually involves section staff working with ministry managers to improve the effectiveness of work units through such processes as group problem solving, team building, management coaching, and goal setting. This involved 95 days in 1982/83.

Courses Presented	180		
Course Days	645		
Participants	3,607	Male 1,676	Female 1,931
Participant Days	13,026		
Consulting Days	95		

COURSES PRESENTED IN 1982/83

Management/Supervisory Skills

- . Management Workshop
- . The Positive Power and Influence Program
- . Performance Appraisal Workshop

- . Situational Leadership
- . Planning and Control in the Government Environment
- . Effective Negotiation Skills
- . Performance Improvement
- . Women in Management
- . Time Management
- . Managing Conflict
- . Basic Fundamentals of Supervision
- . Kepner-Tregoe (Problem-Solving and Decision-Making)
- . Creative Problem Solving Workshop
- . Patterns of Rapport and Collaboration
- . Conducting Effective Meetings and Working with Groups
- . Consulting Skills Workshop
- . Project/Task Force Management
- . The Human Factor in Organizations
- . The Office of the Future
- . Marketing in a Government Environment

Special Support Staff Courses

- . Support Staff Workshop
- . Preparing Yourself for the Office of the Future
- . The Effective Secretary
- . Word Processing Equipment Operators

Communicating with Others

- . Interpersonal Communication
- . Dealing with the Public
- . Advanced Workshop in Interpersonal Skills
- . Presentation Skills Workshop
- . Essentials of Writing
- . Report Writing

Financial/Accounting Programs

- . Fundamentals of Government Accounting I
- . Fundamentals of Government Accounting II
- . Accounting for Non-Financial Managers

Courses with a Personal Focus

- . Assertiveness Training
- . Transactional Analysis in the Work Setting
- . Managing Stress
- . Turning Off Stress
- . Pre-retirement Planning
- . Career/Life Planning

Purchasing/Contract Administration

- . Purchasing Officers' Course (Module I)
- . Purchasing Officers' Course (Module II)
- . Construction/Contract Administration

Computer Technology

- . Introduction to Computer Technology for Managers
- . Working with Computerization
- . Introduction to EDP Systems for Auditors

PLANNING AND NEW PROGRAMS

The Planning and New Programs section is the focal point for the provision of improved approaches to work force planning and management. Projects, programs and policies are developed to improve service-wide work force planning and to enhance organization performance, employee job satisfaction and employee-manager relations.

(a) Work Force Planning

Continued development of occupational group scanning methods took place dealing with such matters as potential retirements, turnover and career progression. Seven occupational groups were scanned from the period 1975-1983, and included the Personnel Administration, Financial Administration, Systems Services, Communications, Purchasing and Supply, Economics and Statistics, and Program Analysis groups. The reports were presented to group councils where the latter were available. Work is proceeding to test the feasibility of computerizing the scanning process.

A key area of concentration during the year was the development of an effective and visible corporate work force planning strategy. Occupational analysis is a major element in the strategy and this process was carried out with the internal audit group. The data gathered was used to complete a service-wide training needs analysis and the project will culminate with a training curriculum and a corporate training plan for internal auditors. The data will also be used as a basis for the development of career paths and the resolution of classification issues. As well, an analysis of three key occupations in the Systems area was done.

An occupational analysis of the middle management group was begun. This pilot project involves a number of ministries and is scheduled for completion by the fall of 1983.

The Commission's strategy is to work with individual ministry work force planning staff in order to teach the occupational analysis process, then aggregate the information furnished by each ministry and establish a central data bank from which decisions can be made about government training and development needs, inter and intra occupational group career paths and the supply and demand for various skills. The Commission will coordinate the analysis of service-wide occupational groups. The information will also be used for career counselling purposes.

(b) Performance Appraisal

Planning and New Programs, having developed the corporate performance appraisal policy in consultation with ministries and reviewed its implementation progress, continued to provide consultative assistance to ministries in the development and enhancement of performance management practices.

(c) Management Standards Booklets

Two Management Standards booklets in the field of human resources management were initiated in January 1982, namely, Human Resource Planning and Performance Management. Planning and New Programs staff worked closely with the Management Board Secretariat to see both of these booklets through to publication during the year.

(d) Quality of Working Life

Since the joint signing with OPSEU of the Statement of Purpose and Shelter Agreement in 1981, QWL information and exploration sessions have been given by Commission staff, by the Union, and jointly with the Ontario Quality of Working Life Centre. Several potential sites have been explored of which one, the Oakridge Unit at the Mental Health Centre, Penetanguishene, has been official for the last year. Another site in the Ministry of Consumer and Commercial Relations is initiating a QWL approach to work redesign.

(e) Summary of Staff Development in the Ontario Public Service
(1979/80 and 1980/81)

The Summary of Staff Development in the Ontario Public Service represents the first comprehensive survey of staff development activity within the government. It was developed jointly by Planning and New Programs and the Women Crown Employees Office and distributed to all deputy ministers and personnel directors.

(f) Personal Harassment Policy

Developed as a result of the paper on Corporate Issues Affecting the Affirmative Action Program, this policy is focussed on:

1. The promotion of a work environment which is free of personal harassment which enhances the dignity and self-esteem of each employee.
2. The prevention of personal harassment, through awareness of the matter, rather than through fear of disciplinary action.
3. The provision of procedural guidelines to be followed in the resolution of personal harassment cases.

(g) Management Dialogue

The Planning and New Programs section cooperated with staff of the Management Standards Project jointly to coordinate a series of Toronto based seminars called "Management Dialogue: People, Process and Results".

(h) Consultation

During the year, the unit continued to provide consultation and assistance on policy interpretation and application to ministries, agencies, other provinces, and the private sector regarding performance appraisal, staff development policies, work force planning, quality of working life, employee orientation, and other human resource management initiatives.

CAREER COUNSELLING

The Career Counselling Program, begun in July, 1976, is available to employees who wish to have help in planning their career paths within the Ontario Civil Service. Counselling is done in confidence and on a one-to-one basis. While the majority of the counselling sessions take place in Toronto, a considerable number also take place in the various regions of the Province. In 1982, over 500 counselling sessions were held in Kingston, London, Windsor, Thunder Bay, Ottawa, and Toronto. Talks on planning a career path are also given to groups of employees or at seminars on request. The Career Counselling Program was also involved in setting up a career development Employee Exchange Program with the State of Western Australia in 1982.

EMPLOYEE ASSISTANCE PROGRAM

In December, 1981, the Civil Service Commission and the Ontario Public Service Employees' Union set up a joint management/union Employee Assistance Program. In 1982, Kingston, Cobourg, Toronto, and Guelph were identified as sites for developing the program which includes testing and training at each site. The Addiction Research Foundation of Ontario contributed the services of a professional consultant in 1982 to aid in the establishment and evaluation of the programs at the four test sites.

FRENCH LANGUAGE SERVICES

This section provides French language training to public servants, coordinates exchanges with Quebec and liaises with ministries on matters of personnel policy related to the provision of services in French.

In addition to regular day and evening classes held in Toronto, the program offers private tutoring for executives, elected officials and specialized ministry classes.

The trend towards in-house courses focussing on the needs of individual ministries is growing while language training of a general nature continues at the same level.

Of the 840 students who have participated in language training during 1982/83, 165 are from Cornwall, Goderich, Kingston, North Bay, Ottawa, Pembroke, Sault Ste. Marie, Sudbury, Thunder Bay, Timmins and Windsor.

For the 11th year, the Ontario/Quebec Summer Job Exchange Program provided an opportunity to 107 university students from each province to become acquainted with the culture of the host province, to improve the student's second language skill, and to benefit from a worthwhile experience. The students are placed in the ministries and agencies of the Ontario or Quebec government.

A professional development secondment was undertaken by an Ontario civil servant. This individual has benefitted from exposure to Quebec's policies and strategies in the public bargaining sector as well as improving her fluency in French.

ADMINISTRATIVE SERVICES BRANCH

This branch is responsible for a number of functions in support of the internal operations of the Commission. These include the traditional support functions such as personnel, finance, and data processing. In addition, the branch is also responsible for maintaining and distributing those volumes of the government's Manual of Administration devoted to corporate personnel policies and procedures. The branch also provides secretariat support for all meetings of the management committees of the staff of the Civil Service Commission and the Civil Service Commission.

The Administrative Services Branch also has the mandate to provide certain corporate services to the Ontario Government, specifically in relation to Communications and Publicity, Employee Charity, and Chaplaincy Services, described in the following sections.

Communications and Publicity

Communications and Publicity services involve the production and distribution of topical, a newspaper designed to inform employees about government policies, programs and people. This tabloid appears twice a month. Four times a year, special issues of topical are published that are dedicated to material of particular interest to pensioners. These services also involve the production and distribution of job mart, a tabloid solely concerned with the advertising of job opportunities in the Ontario Public Service. This tabloid appears weekly: on the weeks that topical is published it forms part of this tabloid. The coordination of the placement of most civil service job advertisements in selected external media also forms a part of these advertising responsibilities.

Employee Charity

Employee Charity services include the coordination of the government employees' charity campaigns and the trusteeship of the funds collected through these campaigns. During 1982/83, \$1,197,855 was collected through 30 local campaigns for the United Way charities, and \$282,900 was raised in support of the Cancer/Heart/Diabetes charities. In addition, a number of Blood Donor Clinics for government employees are held on a regular basis in the Toronto area.

Chaplaincy Services

Chaplaincy Services provides overall coordination of the activities of the chaplains employed by the Ministries of Community and Social Services, Correctional Services, and Health. In addition to pastoral care provided to the residents of the government's institutions, the chaplains also provide advice and assistance to local clergy in helping former residents to be absorbed into the spiritual life of their communities. The coordination of these pastoral activities is undertaken in cooperation with the Ontario Provincial Inter-Faith Committee on Chaplaincy. This Committee is composed of delegates from thirteen different faith groups. Representatives of the three ministries employing chaplains and the Inter-Faith Committee meet at regular intervals in joint session to define the policies under which the ministries will provide pastoral care to their clients.

PERSONNEL AUDIT BRANCH

The Personnel Audit Branch is an internal audit group reporting to the Chairman of the Civil Service Commission. It evaluates the application of corporate personnel policies, guidelines, and procedures on a service-wide basis; identifies potential for improvement in the personnel systems examined; and recommends corrective/constructive actions to ministries and/or the Civil Service Commission.

PUBLIC SERVICE APPEAL BOARDS

The four statutory tribunals comprising the Public Service Appeal Boards function independently of the Civil Service Commission, with offices at 180 Dundas Street West in Toronto. Grievance Settlement Board and Labour Relations Tribunal members are appointed by Order-in-Council upon nominations received from the respective parties. The Chairman and members of the Public Service Grievance Board are appointed by Order-in-Council. The Classification Rating Committee Chairman and members are designated by the Chairman, Civil Service Commission. A small staff is assigned to provide administrative and clerical support to the Boards and Tribunal.

Labour relations disputes arising between the Crown in Right of Ontario as the employer and its employees in bargaining units may be heard and resolved by an appropriate tripartite tribunal established under the Crown Employees Collective Bargaining Act. In the case of non-bargaining unit employees, individuals may be heard by quasi-judicial tribunals under the Public Service Act and Regulations.

The Ontario Public Service Labour Relations Tribunal administers the Crown Employees Collective Bargaining Act and is empowered by the Act to decide disputes referred to it by the parties relative to union representation rights such as: collective bargaining procedures, mediation and/or arbitration of collective agreements; good faith bargaining; alleged strikes and/or lock-outs; consent to prosecute under the Act; inclusions and exclusions of employees under the Act. Individual bargaining unit employees may also enter appeals on matters such as: exemption from the payment of union dues, fair representation, and complaints of irregularities which allegedly contravene the Act.

The Grievance Settlement Board, established by Section 20(1) of the Crown Employees Collective Bargaining Act, is solely responsible for the adjudication of union and employee rights disputes such as dismissals, suspensions, discipline, working conditions, and classification. Union policy grievances may require the Board to interpret sections of collective agreements. Although the Tribunal is empowered by the Act to review its own decisions upon application by one or more of the parties, Grievance Settlement Board decisions may be reviewed only by the courts and then on narrow grounds such as: jurisdiction, errors of law, and questions relating to natural justice.

The Public Service Grievance Board, authorized by the Public Service Act, and in particular Part 5 of Regulation 881, sits in quasi-judicial proceedings to hear grievances from non-bargaining unit employees concerning working condition matters such as: dismissal, suspension, merit increase, promotion and transfer. Decisions of the Board are final, although dismissals are subject to the authority of the Lieutenant Governor in Council. Decisions are also subject to judicial review as with the Grievance Settlement Board.

Classification Rating Committees are designated by the Chairman, Civil Service Commission. Pursuant to Regulation 881 under the Public Service Act, he refers to a committee, position classification grievances from eligible employees who are excluded from the Crown Employees Collective Bargaining Act. Such Committees are quasi-judicial tribunals and sit with one personnel administrator from a non-interested ministry and two persons who are not civil servants. One of the latter two acts as Chairman.

NOTE: The Appeal Boards are to be transferred to the Ministry of Labour, effective April 1, 1983.

ACTIVITIES OF THE APPEAL BOARDS

FISCAL YEAR 1982/83

	<u>On Hand</u> <u>Apr. 1/82</u>	<u>Received</u>	<u>Withdrawn</u>	<u>Completed</u>	<u>Pending</u> <u>(Mar. 31,</u> <u>1983)</u>
Tribunal	20	20	--	34	6
Grievance Settlement Board	447	676	414	191	518
Public Service Grievance Board	7	7	1	11	2
Rating Committee	12	11	0	20	3
	<u>486</u>	<u>714</u>	<u>415</u>	<u>256</u>	<u>529</u>

Data based on settled grievances and issued awards; for the Tribunal, proceedings completed include those proceedings terminated by the Tribunal.

TOTAL STAFF STRENGTH* - ONTARIO PUBLIC SERVICE

		<u>CLASSIFIED</u>	<u>UNCLASSIFIED</u>	<u>CROWN</u>	<u>TOTAL</u>
1981	March	67,637	13,208	1,314	82,159
	April	67,709	12,959	1,294	81,962
	May	67,725	20,268	1,294	89,287
	June	67,701	21,818	1,298	90,817
	July	67,491	27,331	1,294	96,116
	August	67,296	24,923	1,286	93,505
	September	67,175	17,092	1,340	85,607
	October	67,127	13,868	1,334	82,329
	November	67,174	13,632	1,335	82,141
	December	67,118	13,379	1,347	81,844
1982	January	67,030	13,428	1,351	81,809
	February	66,893	13,529	1,351	81,773
	March	66,966	13,509	1,351	81,826
	April	67,093	12,989	1,343	81,425
	May	67,179	19,461	1,342	87,982
	June	67,324	23,589	1,341	92,254
	July	67,457	28,148	1,346	96,951
	August	67,474	26,651	1,352	95,477
	September	67,642	17,308	1,327	86,277
	October	67,719	13,798	1,342	82,859
	November	67,760	13,352	1,365	82,477
	December	67,516	12,837	1,366	81,719
1983	January	67,394	12,601	1,378	81,373
	February	67,258	12,895	1,380	81,533
	March	67,201	12,644	1,551	81,396

* Includes OPP and Security Guard and Environment Plant Operator classified staff and Environment Plant Operator unclassified staff.

* Excludes Lieutenant Governor, Provincial Auditor, Ombudsman, Legislative Assembly, and BILD Job Creation Unclassified Staff.

NOTE: Employees who are receiving Long Term Income Protection are not counted in the above statistics but are reflected in the statistical tables at the back of this report.

NOTES ON STATISTICAL TABLES

- 1) The figures in the following tables include all civil servants recorded on the "Integrated Payroll, Personnel, Employee Benefits System". This system is the only ready source for the data on which the information the Commission requires is based. However, as with any computerized system, this data is subject to errors in coding and delays in input; the tables should therefore be read for their general statistical value, not as perfectly accurate "counts".
- 2) The reader should also be aware that the figures include civil servants on the Long Term Insurance Plan, but, as noted, such civil servants are not included in the Total Staff Strength, Ontario Public Service table on the previous page.
- 3) The Civil Service Enrolment By Geographic Location is based on the work location of the employee in the Regional Municipalities, counties and districts as defined in the Municipal Directory published by the Ontario Ministry of Intergovernmental Affairs.
- 4) A general review of the accuracy of the figures published in the tables was undertaken in 1980/81. Changes to previously published data resulting from this review have been noted in the following tables.

CIVIL SERVICE ENROLMENT

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
Agriculture & Food	1,566	1,517	1,500
Attorney General	3,089	3,123	3,234
Cabinet Office	32	29	30
Citizenship & Culture	882	822	575*
Colleges & Universities	578	581	562
Community & Social Services	10,454	10,281	10,440
Consumer & Commercial Relations	1,846	1,750	1,740
Correctional Services	4,864	4,867	4,938
Education	1,595	1,538	1,488
Energy	125	157	183
Environment	2,006	2,050	2,110
Government Services	2,787	2,853	2,841
Health	11,390	11,082	10,941
Industry & Trade	516	481	397*
Intergovernmental Affairs	243	50	62
Justice Policy Secretariat	13	13	15
Labour	1,394	1,414	1,453
Lieutenant Governor's Office	3	2	4
Management Board of Cabinet	245	244	254
Municipal Affairs & Housing	988	1,198	1,195
Natural Resources	4,404	4,348	4,232*
Niagara Escarpment Commission	1	2	2
Northern Affairs	161	163	161
Office of the Premier	49	48	47
Ontario Development Corporation	159	153	157
Ontario Place Corporation	58	59	57
Resources Policy Secretariat	15	11	15
Revenue	3,747	3,700	3,868
Social Policy Secretariat	33	36	44
Solicitor General	5,690	5,854	5,909
Tourism & Recreation	--	--	497*
Transportation & Communications	10,169	10,039	9,773
Treasury and Economics	386	389	388
TOTAL	69,488	68,854	69,112

NOTE 1: Provincial Auditor, Office of the Ombudsman, and Legislative Assembly are not reported as they do not employ civil servants.

NOTE 2: The OPP Uniformed Staff are included in the figures for the Solicitor General and consist of the following: 4,153 as at March 31, 1981; 4,144 as at March 31, 1982; and 4,220 as at March 31, 1983.

* Programs from the Ministries of Culture and Recreation, Industry and Tourism, and Natural Resources were merged to establish the new Ministry of Tourism and Recreation on April 1, 1982.

DISTRIBUTION OF TOTAL SERVICE

A. By Age Intervals

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
Under 25	5,080	4,420	3,843
25 - 34	21,483	20,448	19,954
35 - 44	16,655	17,749	19,134
45 - 54	14,174	14,180	14,217
55 - 64	11,944	11,917	11,844
65 and Over	152	140	120
TOTAL	69,488	68,854	69,112

B. By Staff Type

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
Regular	63,595	64,009	65,012
Probationary	5,821	4,783	4,052
Overage	72	62	48
TOTAL	69,488	68,854	69,112

DISTRIBUTION OF TOTAL SERVICE

C. By Sex

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
Males	40,884	40,291	40,212
Females	28,604	28,563	28,900
TOTAL	69,488	68,854	69,112

D. By Salary Intervals

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
Under \$15,000	20,083	8,602	1,668
15,000 - 19,999	22,210	26,875	26,389
20,000 - 24,999	15,348	15,102	15,480
25,000 - 29,999	5,544	8,678	12,772
30,000 - 34,999	2,823	4,288	5,280
35,000 - 39,999	1,774	2,333	3,147
40,000 - 44,999	915	1,577	1,992
45,000 and Over	791	1,399	2,384
TOTAL	69,488	68,854	69,112

DISTRIBUTION OF TOTAL SERVICE

E. By Year of Appointment

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
1983			399*
1982		851*	4,287
1981	1,008*	4,606	4,249
1980	5,434	4,651	4,330
1979	4,522	4,004	3,786
1978	4,472	4,075	3,855
1977	3,513	3,210	3,053
1976	2,981	2,750	2,616
1975	3,304	3,101	2,963
1974 and Before	44,254	41,606	39,574
TOTAL	69,488	68,854	69,112

* Represents the first quarter of the calendar year

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1983

A. By Age and Salary Groups

SALARY	UNDER 25	25-34	35-44	45-54	55-64	65 AND OVER	TOTAL
Under \$15,000	271	248	187	250	700	12	1,668
15,000 - 19,999	2,649	8,548	5,997	4,558	4,590	47	26,389
20,000 - 24,999	789	5,366	3,961	2,926	2,418	20	15,480
25,000 - 29,999	132	3,836	4,418	2,631	1,743	12	12,772
30,000 - 34,999	2	1,139	1,865	1,483	786	5	5,280
35,000 - 39,999	--	537	1,170	894	535	11	3,147
40,000 - 44,999	--	183	781	615	410	3	1,992
45,000 and Over	--	97	755	860	662	10	2,384
Total	3,843	19,954	19,134	14,217	11,844	120	69,112
Percentage	5.56%	28.87%	27.69%	20.57%	17.14%	0.17%	100%

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1983

B. By Sex and Salary Groups

	UNDER 15,000	15,000- 19,999	20,000- 24,999	25,000- 29,999	30,000- 34,999	35,000- 39,999	40,000- 44,999	45,000 AND OVER	TOTAL
Males	409	8,517	10,594	9,843	4,274	2,678	1,760	2,137	40,212
Females	1,259	17,872	4,886	2,929	1,006	469	232	247	28,900
Total Numbers	1,668	26,389	15,480	12,772	5,280	3,147	1,992	2,384	69,112
Percentage	2.42%	38.18%	22.40%	18.48%	7.64%	4.55%	2.88%	3.45%	100%

CIVIL SERVICE ENROLMENT BY GEOGRAPHIC LOCATION

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
<u>EASTERN ONTARIO PLANNING REGION</u>			
FRONTENAC	2,109	2,122	2,398
HASTINGS	750	748	717
LANARK	1,384	1,503	1,468
LEEDS & GRENVILLE	1,442	1,442	1,493
LENNOX & ADDINGTON	212	207	202
OTTAWA-CARLETON (R.M.)	1,244	1,202	1,216
PRESCOTT & RUSSEL	249	224	209
PRINCE EDWARD	484	485	491
RENFREW	435	442	395
STORMONT, DUNDAS & GLENGARRY	469	471	436
Subtotal	8,778	8,846	9,025
<u>CENTRAL ONTARIO PLANNING REGION</u>			
BRANT	496	483	470
DUFFERIN	47	51	100
DURHAM (R.M.)	1,443	1,403	2,844
HALDIMAND-NORFOLK (R.M.)	374	361	296
HALIBURTON	90	87	81
HALTON (R.M.)	975	1,045	1,041
HAMILTON-WENTWORTH (R.M.)	2,106	1,992	1,973
MUSKOKA (R.M.)	869	843	839
NIAGARA (R.M.)	693	669	525
NORTHUMBERLAND	652	679	662
PEEL (R.M.)	1,026	1,036	1,051
PETERBOROUGH	559	549	498
SIMCOE	2,975	2,959	2,871
VICTORIA	294	283	256
WATERLOO (R.M.)	514	522	509
WELLINGTON	1,256	1,225	1,339
YORK (R.M.)	641	639	654
Subtotal	15,010	14,826	16,009
METROPOLITAN TORONTO	27,509	27,310	26,474
TOTAL CENTRAL ONTARIO PLANNING REGION	42,519	42,136	42,483

CIVIL SERVICE ENROLMENT BY GEOGRAPHIC LOCATION

(continued)

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
<u>SOUTHWESTERN ONTARIO</u>			
<u>PLANNING REGION</u>			
BRUCE	161	159	203
ELGIN	1,141	1,131	1,107
ESSEX	665	663	589
GREY	431	438	418
HURON	410	416	396
KENT	1,343	1,275	1,304
LAMBTON	329	329	308
MIDDLESEX	3,159	3,105	3,139
OXFORD	931	899	870
PERTH	245	242	229
Subtotal	8,815	8,657	8,563
<u>NORTHEASTERN ONTARIO</u>			
<u>PLANNING REGION</u>			
ALGOMA	1,077	1,015	983
COCHRANE	1,141	1,026	991
MANITOULIN	94	94	82
NIPISSING	1,524	1,519	1,519
PARRY SOUND	295	286	262
SUDBURY (R.M.)	1,174	1,139	1,148
SUDBURY	238	236	225
TIMISKAMING	337	444	444
Subtotal	5,880	5,759	5,654
<u>NORTHWESTERN ONTARIO</u>			
<u>PLANNING REGION</u>			
KENORA	929	936	890
RAINY RIVER	227	227	212
THUNDER BAY	2,323	2,277	2,264
Subtotal	3,479	3,440	3,366
OUTSIDE CANADA	17	16	21
TOTAL ENROLMENT	69,488	68,854	69,112

APPOINTMENTS WITHIN THE CLASSIFIED STAFF

BY MONTH

MONTH	1980-81 *	1981-82	1982-83
April	851	926	798
May	965	1,208	1,295
June	1,326	953	1,020
July	1,037	949	1,287
August	1,026	1,044	693
September	819	850	1,045
October	1,128	1,128	1,385
November	986	817	1,003
December	642	555	1,130
January	1,125	1,612	780
February	866	1,172	822
March	839	869	701
TOTAL	11,610	12,083	11,959

* Excludes the Ontario Provincial Police

APPOINTMENTS TO THE CLASSIFIED STAFF

BY MONTH

MONTH	1980-81 *	1981-82	1982-83
April	319	386	336
May	579	624	474
June	562	411	467
July	452	482	560
August	539	374	291
September	533	404	499
October	600	534	529
November	556	360	239
December	298	219	182
January	530	397	139
February	372	328	145
March	456	385	192
TOTAL	5,796	4,904	4,053

* Excludes the Ontario Provincial Police

APPOINTMENTS TO AND WITHIN THE CLASSIFIED STAFF *

MONTH	WITHIN THE CLASSIFIED STAFF	TO THE CLASSIFIED STAFF	TOTAL
1982			
April	798	336	1,134
May	1,295	474	1,769
June	1,020	467	1,487
July	1,287	560	1,847
August	693	291	984
September	1,045	499	1,544
October	1,385	529	1,914
November	1,003	239	1,242
December	1,130	182	1,312
1983			
January	780	139	919
February	822	145	967
March	701	192	893
TOTAL	11,959	4,053	16,012

* Includes the Ontario Provincial Police

APPOINTMENTS TO THE CLASSIFIED STAFF

A. By Age Intervals

	AT FISCAL YEAR END		AT APPOINTMENT		
	1980-81	1981-82	1980-81	1981-82	1982-83
Under 25	1,937	1,409	2,104	1,551	1,169
25-34	2,432	2,091	2,327	2,020	1,765
35-44	984	839	953	794	743
45-54	448	433	437	429	288
55-64	135	132	115	110	88
TOTAL	5,936	4,904	5,936	4,904	4,053

NOTE: Prior to 1980-81, the age intervals were based on the age of the employee as at the end of the fiscal year (March 31). In future, the published figures will be based on the employee's age on the Appointment to Probationary Staff Date. Both figures have been published for 1980-81 and 1981-82 for correction and comparison purposes.

APPOINTMENTS TO THE CLASSIFIED STAFF

B. By Salary Intervals

	AT APPOINTMENT		
	1980-81	1981-82	1982-83
Under \$15,000	3,393	1,788	553
15,000 - 19,999	1,773	2,099	1,903
20,000 - 24,999	431	540	947
25,000 - 29,999	165	272	286
30,000 - 34,999	77	107	220
35,000 - 39,999	42	41	63
40,000 - 44,999	27	28	40
45,000 and Over	28	29	41
TOTAL	5,936	4,904	4,053

APPOINTMENTS TO THE CLASSIFIED STAFF

C. By Source and Sex

	1980-81			1981-82			1982-83		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
New Employees	1,589	2,072	3,661	1,300	1,634	2,934	935	1,161	2,096
Re-hires	482	865	1,347	419	771	1,190	371	533	904
Unclassified	288	640	928	271	509	780	403	650	1,053
TOTAL	2,359	3,577	5,936	1,990	2,914	4,904	1,709	2,344	4,053

SEPARATIONS FROM THE CLASSIFIED STAFF

A. By Age Intervals

	AT FISCAL YEAR END		AT SEPARATION		
	1980-81	1981-82	1980-81	1981-82	1982-83
Under 25	823	640	946	770	339
25-34	2,267	2,024	2,208	1,994	1,111
35-44	820	847	794	777	522
45-54	456	385	454	392	323
55-64	882	822	905	831	861
65 and Over	822	847	763	801	706
TOTAL	6,070	5,565	6,070	5,565	3,862

NOTE: Prior to 1980-81, the age intervals were based on the age of the employee as at the end of the fiscal year (March 31). In future, the published figures will be based on the employee's age on the Separation Date. Both figures have been published for 1980-81 and 1981-82 for correction and comparison purposes.

SEPARATIONS FROM THE CLASSIFIED STAFF

B. By Salary Intervals

	AT SEPARATION		
	1980-81	1981-82	1982-83
Under \$15,000	3,024	1,220	312
15,000 - 19,999	1,640	2,391	1,674
20,000 - 24,999	750	998	860
25,000 - 29,999	294	399	463
30,000 - 34,999	152	246	209
35,000 - 39,999	105	127	135
40,000 - 44,999	54	96	75
45,000 and Over	51	88	134
TOTAL	6,070	5,565	3,862

SEPARATIONS FROM THE CLASSIFIED STAFF

C. By Years of Classified Service

	AT FISCAL YEAR END		AT SEPARATION		
	1980-81	1981-82	1980-81	1981-82	1982-83
Less than 1 Year	359	235	894	714	429
Less than 2 Years	853	787	661	661	340
Less than 3 Years	583	574	485	448	278
Less than 4 Years	431	384	442	352	191
Less than 5 Years	433	330	323	313	164
5 Years and Over	3,411	3,255	3,265	3,077	2,460
TOTAL	6,070	5,565	6,070	5,565	3,862

NOTE: Prior to 1980-81, the number of years of service was based on the end of the fiscal year (March 31). In future, the published figures will be based on the number of years of service on the Separation Date. Both figures have been published for 1980-81 and 1981-82 for correction and comparison purposes. Service prior to the Appointment to Probationary Staff Date which was recognized at the time of a takeover (e.g. Ontario Hospital Services Commission) is not included in this table.

SEPARATIONS FROM THE CLASSIFIED STAFF

D. By Reason and Sex

	1980-81			1981-82			1982-83		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
Retired	936	488	1,424	942	456	1,398	895	454	1,349
Dismissed	57	33	90	36	19	55	32	5	37
Released	11	15	26	42	33	75	53	97	150
Resigned	1,447	2,632	4,079	1,347	2,367	3,714	656	1,397	2,053
Transferred	117	113	230	43	21	64	10	17	27
Death	160	61	221	188	71	259	182	64	246
TOTAL	2,728	3,342	6,070	2,598	2,967	5,565	1,828	2,034	3,862

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Civil Service Commission



1983/1984 Annual Report



ISSN 0 319-7263

ONTARIO

CIVIL SERVICE COMMISSION 1983/84

ANNUAL REPORT

June 1984



ice of the
airman

The Management
Board of
Cabinet

Frost Building
Queen's Park
Toronto Ontario
416/965-6795

March 31, 1984

His Honour,
The Lieutenant Governor of
the Province of Ontario

May it please your Honour:

The undersigned respectfully presents the Annual Report
of the Civil Service Commission of Ontario for the
period ended March 31, 1984.

A handwritten signature in cursive script that reads "George R. McCague".

George R. McCague
Chairman
Management Board of Cabinet



Office of the
Chairman

Civil
Service
Commission

Frost Building South
Queen's Park
Toronto, Ontario
M7A 1Z5
(416) 965-2076

March 31, 1984

The Honourable George R. McCague
Chairman
Management Board of Cabinet

Dear Mr. Minister:

I am pleased to forward to you, for your consideration,
the Annual Report of the Civil Service Commission for
the Fiscal Year ended March 31, 1984.

A handwritten signature in cursive script, reading "Ethel M. McLellan".

Ethel M. McLellan
Chairman
Civil Service Commission

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DIRECTORY

Minister to whom the
Commission reports

The Honourable George R. McCague
Chairman
The Management Board of Cabinet

Civil Service Commission

Chairman and Deputy Minister
of the Civil Service Commission Staff

Mrs. E. M. McLellan
(from January 1, 1984)

Mr. G. H. Waldrum
(until January 1, 1984)

Commissioners

Mrs. E. M. McLellan
Deputy Provincial Secretary for
Social Development
(until January 1, 1984)

Professor D. Sinclair
University of Toronto
(until November 30, 1983)

T. E. Armstrong, Esq., Q.C.
Deputy Minister of Labour

Mr. R. D. Carman
Secretary, Management Board
of Cabinet

Mr. H. F. Gilbert
Deputy Minister of
Transportation & Communications

Miss L. K. Shaddy
Manager, External Affairs
Public Affairs Department
Toronto Dominion Bank

Mr. R. M. McDonald
Deputy Minister of Community
and Social Services
(from January 19, 1984)

Mr. G. R. Thompson
Deputy Minister of Government
Services
(from January 19, 1984)

Secretary

Mrs. C. Bedborough
(from March 1, 1984)

Mr. R. A. Whitelaw
(until March 1, 1984)

Civil Service Commission Executive Staff

Executive Director
Compensation Division

Mr. J. A. Jackson
(until February 13, 1984)

Executive Director
Staff Relations Division

Mr. J. R. Scott

Director
Pay Policy Branch

Mr. K. W. Skelton

Director
Classification Branch

Mr. H. D. Burt

Director
Benefits Policy Branch

Miss E. Aboud

Director
Recruitment Branch

Mr. W. E. Rooke
(from January 16, 1984)

Mr. L. M. Tobias
(until January 16, 1984)

Director
Staff Development Branch

Mr. T. A. Dawes

Executive Secretary
Senior Appointments and Compensation

Mr. J. B. Hansen

Director
Personnel Audit Branch

Mr. P. G. Schwindt

Director
Administrative Services

Mrs. N. Hoult

Chairman
Public Service Grievance Board

Professor C. G. Simmons

Chairman
Classification Rating Committee

Professor C. G. Simmons

INTRODUCTION

The Civil Service Commission is responsible to the Chairman, Management Board of Cabinet, for the administration of the Public Service Act and its Regulations. The Chairman of the Civil Service Commission acts as advisor to the Chairman of the Management Board of Cabinet on all personnel matters. As well, the Chairman of the Civil Service Commission acts as the deputy minister of the Commission staff, which consists of the professional, administrative and clerical staff required to carry out the duties and responsibilities of the Commission.

The 1983/84 fiscal year resulted in a number of changes in the composition of the Commission. On January 1st, 1984, Ethel McLellan was appointed Chairman of the Civil Service Commission. Her previous position was Deputy Provincial Secretary for Social Development, and, for the past ten years, she has served as a Civil Service Commissioner. Ethel McLellan replaced George Waldrum, who was appointed Deputy Minister of Human Resources Planning in the Management Board of Cabinet.

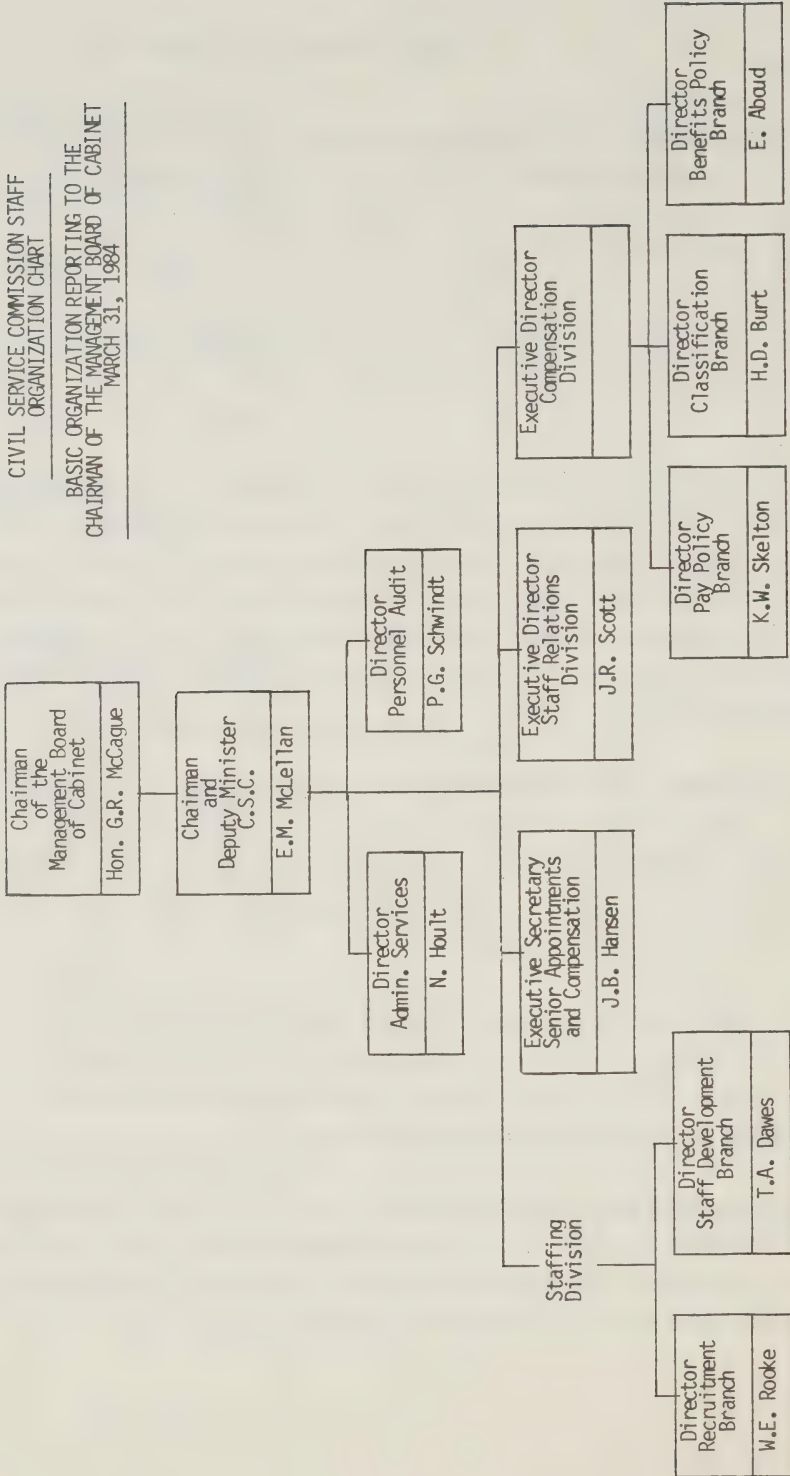
On January 19th, 1984, two new Commissioners were appointed by the government. They are Glenn Thompson, Deputy Minister of Government Services, and Bob McDonald, Deputy Minister of Community and Social Services. Both new members bring to the Commission considerable expertise in the areas of personnel policy and manpower planning.

In November, 1983, Commissioner Don Sinclair retired from the service. At the time of his retirement, Professor Sinclair was with the University of Toronto. He was a former deputy minister with the Ontario Government, and had spent nine years as a Civil Service Commissioner.

The following report covers the activities of the Civil Service Commission and its staff during the period April 1, 1983 to March 31, 1984, and covers items of sufficient importance and significance which warrant the attention of members of the Legislature and the general public.

CIVIL SERVICE COMMISSION STAFF
ORGANIZATION CHART

BASIC ORGANIZATION REPORTING TO THE
CHAIRMAN OF THE MANAGEMENT BOARD OF CABINET
MARCH 31, 1984



COMPENSATION DIVISION

The Compensation Division is responsible for the application and administration of the government's compensation policy for approximately 68,000 employees. The compensation policy of the government is to provide salaries, benefits and other terms of employment which will attract and retain competent employees to carry out the programs of the government. The Compensation Division includes three branches: Pay Policy Branch, Classification Branch, Benefits Policy Branch, as well as the Special Compensation and Training Section.

PAY POLICY BRANCH

The overall responsibility of the Pay Policy Branch is the development and publication of all pay structures, systems, and policies used by the Ontario Public Service.

To this end, the branch reviews annually the salary ranges of classes excluded from the bargaining unit and recommends, through the Management Board of Cabinet, salary revisions which allow the provincial government to continue to attract and retain the qualified staff it needs to run its programs. The branch also assists the Staff Relations Division in setting bargaining objectives for salary negotiations with the Ontario Public Service Employees' Union and provides advice as requested by the division in negotiations on working conditions.

The branch develops the regulations, policies, and procedures required in administering pay transactions, special compensation systems, and premium pay to ensure equitable and consistent treatment for provincial government employees. It also provides interpretation and advice on the application of pay policies to personnel practitioners in ministries.

PAY POLICY HIGHLIGHTS

The Inflation Restraint Act governed the 1983/84 cyclical salary review program. This legislation provided that increases in total compensation to a compensation plan covering non-unionized employees could be up to, but not exceed, 5%. Classes which had the same expiry date with employees covered by the same conditions of employment and benefits were generally considered to form a compensation plan.

In order to implement changes in conditions of employment and benefits similar to those awarded bargaining unit employees prior to the announcement of the restraint legislation, it was necessary to do detailed costing of each change. The cost of these changes was then deducted from the 5% limit and salary ranges were revised by the remaining amount. In addition, it was necessary to establish a new Excluded Category to cover employees whose positions were previously classified in Bargaining Unit classes for salary purposes but who were covered by the management benefits package.

Salary Revisions for the management and excluded categories were then processed as follows:

<u>Compensation Plan</u>	<u>Increase</u>	<u>Employees</u>	<u>Cost</u>
Law Enforcement Management	4.89%	150	\$ 328,870
Excluded Category	4.17%	839	\$ 670,536
Management Compensation Plan and (April 1st) Excluded Classes	4.53%	12,305	\$19,236,313

CLASSIFICATION BRANCH

The Classification Branch has an overall responsibility for classification for all non-executive positions in the OPS. This involves the development and maintenance of classification and position administration systems as well as responsibility for classifying key jobs; these programs are intended to ensure that a cost effective and equitable classification system is available for service-wide use.

In operational terms, this results in emphasis by the branch on:

- development and maintenance of policies and procedures governing service-wide application and administration of the classification system;
- development and maintenance of classification standards. These are evaluation standards designed to permit determination of the relative worth of positions within defined job families;
- development of review mechanisms and measures designed to inform senior management in government about:
 - the degree of service-wide conformity to published policy;
 - the effects of service-wide administrative decisions with respect to classification on costs and cost trends;
- classification of designated positions, including key positions within the Management Compensation Plan. This limited control is designed to facilitate maintenance of service-wide consistency in classification decision-making;
- preparation of policy/position papers on current issues and problems.

While the Civil Service Commission has delegated most classification decision-making authority to line ministries, on-going monitoring of ministry trends is designed to test the acceptability of ministry decision-making. For example, during 1983/84, the branch assigned to classification specialists the task of reviewing a statistically selected sample of ministry decisions. This review produced only a 1.0% variance; given the judgemental nature of the classification process, this degree of consistency is particularly noteworthy.

CLASSIFICATION HIGHLIGHTS

- . A computerized monitoring program provides the Commission and ministries with reliable information on position administration and classification, thereby assisting ministries in meeting their delegated classification requirements. The information enables ministries and the Commission to set priorities and gauge their response to position administration and classification trends that they perceive to be undesirable.

The Commission had five systems in place and reported regularly to ministries and formally in an annual report on:

- Age of Position Specifications
- Extent of Retroactive Classification
- Document Processing Reliability
- Changes in Classification Levels
- Status of Required Authority Documents

Plans are to continue to expand the monitoring program into other areas relevant to ministries and the Commission.

- A separate classification review program provides a statistically reliable test of the quality of ministry classification decisions. The program is service-wide in scope and also includes selected ministries and occupational groups. Results indicate a minimal and thoroughly acceptable level of variance throughout.
- Again this fiscal year, the information provided by the branch's computerized monitoring systems and the classification review program indicates that delegated classification and position administration is being carried out by ministries in a responsible manner.
- A program to maintain the recently developed Management Compensation Plan on a current basis was initiated. The components of the program and priorities set were the result of a service-wide review.
- Major bargaining unit reviews continued and internal technical work on the standards of many has been completed, e.g. the Office Administration Group, the Direct Care Group.
- Preliminary studies of some 90 classifications covering approximately 2,500 staff in engineering support and related functions were completed and a joint C.S.C.-Ministry project to develop a classification plan for this group is underway. This is the first of a series of projects intended to address standards in the technical area.

BENEFITS POLICY BRANCH

This branch has two distinct areas of responsibility:

- . development of policy on benefits for public servants;
and
- . co-ordination of public sector pension plan issues for the Management Board.

Within the framework of financial constraints and collective bargaining, the branch is responsible for policies and programs relating to benefits for public servants which include: vacations, holidays, sick leave, severance pay, life and disability insurance, hospital, health and dental insurance and pensions.

The branch also co-ordinates issues relating to employee pension plans in the Ontario public sector for Management Board. It is responsible for: early identification of problems, a consistent approach to problem resolution, and the development of more effective cost control procedures.

The branch's responsibilities include the Joint Insurance Benefits Review Committees, a brief overview of which is given below.

Joint Insurance Benefits Review Committee

A joint Committee with representatives from management and the Ontario Public Service Employees Union (OPSEU) was established in 1974 in order to facilitate communications between the government and the bargaining agents on matters related to insured benefits. Life Insurance, Long Term Income Protection, Supplementary Health and Hospital Insurance, Dental Insurance and any other negotiated benefits included in the group insurance plans are areas subject to the scrutiny of the Committee.

Similar Committees were established for Management and Excluded employees and later for the bargaining group of the Ontario Provincial Police in 1979.

Committee activities have included development of specifications for the public tendering of group insurance plans for both OPSEU and the OPP bargaining units, analysis of the tenders submitted and joint recommendations to the Government on the selection of insurance carriers to underwrite the plans. The Committees review detailed semi-annual financial reports provided by the carriers and recommend or approve disposition of surplus monies belonging to employees, and verify the need for change in premiums based on experience in each plan.

The main activity of these Committees has been to review contentious claims. The Committees investigate formal complaints sent in by employees who feel they have been denied benefits to which they are entitled, when such claims problems have not been resolved through existing administrative procedures. In the 1982/83 agreements the Committees' role was enlarged to deal with grievances arising out of such complaints. As a result, Benefits Policy Branch is required to make a formal determination and advise the employee of the committee's decision. Where the decision does not resolve the complaint the employee has the right to continue with the grievance.

The Joint Committee with OPSEU met 9 times in 1982 to consider 146 complaints and 8 times in 1983 to consider 174 complaints. In between meetings approximately 50 cases per year are resolved in informal communication between OPSEU and the branch. Of the complaints reviewed by the Committee in the two year period, only six were not resolved to the satisfaction of the employee and were filed as on-going grievances.

SPECIAL COMPENSATION AND TRAINING SECTION

The section combines two separate areas of responsibility for special compensation, and training and communications.

Special compensation provides advice and consultation on the utilization and application of current and emergent technologies in the field of compensation; an advisory service on compensation issues which have cross-divisional/service implications or are required by specialized groups both within and outside the government; response to Management Board on ministry, agency, board and commission submissions which have compensation implications.

Training and communications provides an ongoing compensation training program for personnel administrators as well as offering training packages for line managers. Special workshops are also provided as a means of communicating the compensation systems to all employees of the Ontario Public Service.

COMPENSATION TRAINING FOR PERSONNEL ADMINISTRATORS

The compensation training program consists of three modules:

- Module I - Bargaining Unit Classification
- Module II - Management Compensation Plan
- Module III - Classification Grievance Course

Due to the overwhelming response to the compensation training program, all courses were offered twice this fiscal year with a total of 156 participants.

COMPENSATION TRAINING FOR LINE MANAGERS

Three training packages for line managers have been developed and delegated to line ministries:

Classification Grievance Workshop

Job Description Writing Workshop - Bargaining Unit

Job Description Writing Workshop - Management Compensation Plan

The third and final module of the corporate compensation training program 'Job Description Writing for Line Managers - Management Compensation Plan' was marketed. This one-day workshop was designed to prepare line managers to write position descriptions for Management Compensation Plan jobs in their organization. Pilot workshops for managers and 'Train the Trainer' sessions for personnel administrators were offered in the summer and early fall of 1983.

STATISTICS - JOB DESCRIPTIONS FOR LINE MANAGERS - MCP

Number of Ministries Participating in Workshops	- 19
Number of Pilot Workshops	- 5
Number of Participants	- 78
Number of Train the Trainer Sessions	- 6
Number of Participants	- 79

STAFF RELATIONS DIVISION

The Staff Relations Division is responsible for the development and maintenance of policies governing relations between the employer and bargaining agents representing employees in the Ontario Public Service. On behalf of Management Board of Cabinet, the division negotiates agreements covering terms and conditions of employment and represents the Board with respect to employee relations issues arising during the term of these agreements. It provides advice, guidance and direct assistance as required to ministry management in the processing of grievances and the handling of ministry employee relations matters. It acts in an advisory capacity to agencies, boards and commissions covered by the Crown Employees Collective Bargaining Act with respect to their collective bargaining and labour relations activities. The division also co-ordinates employer appearances before the Ontario Public Service Labour Relations Tribunal, the Ontario Crown Employees Grievance Settlement Board, the Public Service Grievance Board, and the Classification Rating Committee. Under the Ontario Public Service Act the division negotiates collective agreements covering wages, working conditions and employee benefits for non-commissioned ranks of the Ontario Provincial Police. The division is also responsible for the collection, analysis and maintenance of data on external rates of pay, conditions of employment and related matters required in support of collective bargaining and pay determination activities.

The division, with a complement of sixteen staff, consists of two sections - Staff Relations and Pay Research.

Activities during the year included:

- . Negotiations for renewal of collective agreements which expired December 31, 1983 with respect to wages and wage related matters for all bargaining unit categories:

- Administrative Services Category
- Clerical Services Category
- Correctional Services Category
- General Operational Services Category
- Institutional Care Services Category
- Maintenance Services Category
- Office Services Category
- Scientific & Professional Services Category
- Technical Services Category
- Law Enforcement (Ontario Police College)

Negotiations for renewal of the collective agreement with respect to Working Conditions and Employee Benefits, covering 52,000 public servants, which expired on December 31, 1983, are continuing.

- . The negotiation of the collective agreement for 1984 with the Ontario Provincial Police Association.
- . All negotiations for 1984 are being conducted within the context of the Public Sector Prices and Compensation Review Act, 1983.
- . The continuing review of new and revised positions with respect to exclusion from and inclusion in the bargaining unit in accordance with the criteria outlined in the Crown Employees Collective Bargaining Act.
- . The co-ordination of grievance hearings before the Grievance Settlement Board and the expediting of grievance cases prior to formal board hearings.

- . The provision of advice to other divisions and branches in the Civil Service Commission and the Management Board Secretariat with respect to employee relations implications of new and/or revised personnel policies and procedures.
- . The training and instruction of line managers and personnel practitioners in labour relations matters at conferences, seminars, and workshops.
- . The provision of advice and guidance to ministries, agencies, boards and commissions on the interpretation and administration of collective agreements, the negotiation of agreements, and the application of labour relations legislation.
- . The carrying out of market surveys and studies to obtain data on occupational rates of pay and related compensation policies and practices.
- . The preparation of reports on comparative market data and other information required for scheduled negotiations and compensation reviews and the provision of support services during the subsequent negotiations.
- . The exchange of compensation information with other public and private sector employers in the province, the federal government and the other provincial governments.
- . The preparation and dissemination of statistics and other information on O.P.S. compensation and collective bargaining activities.

SENIOR APPOINTMENTS AND COMPENSATION

The Office of Senior Appointments and Compensation is responsible for the recruitment, placement and development of executive staff in the Ontario Public Service.

The senior management planning inventory maintained by the Office contains information on the background, academic record, work experience, skills, career aspirations and potential for advancement of each executive and of approximately 1,200 managers who, in the opinion of their deputy ministers, have the potential to assume executive responsibilities.

Secretariat services are provided for the Senior Appointments Advisory Committee which is responsible for advising the Chairman of the Civil Service Commission on all matters relating to executive staff in the Ontario Public Service.

Executive Manpower Management

On the recommendation of the Senior Appointments Advisory Committee (SAAC) a review of the policies and practices relating to executive manpower planning and development was initiated. Three committees, each chaired by a member of SAAC, with representation drawn from the senior levels of government management, were established to examine the areas of executive education, the inventory and assessment processes, and the executive staffing process. The committees' reports are expected by mid 1984.

Executive Education

Three new in-house executive education programs were instituted during the year. The Program Executive Seminar has been discontinued and replaced with the Corporate Orientation Program, a series of six one-day courses designed to provide newly appointed executives and potential executives with a clear understanding and working knowledge of the corporate structures, policies and processes of the Ontario Government, and the Corporate Issues Seminar, a five-day residential program that provides for the open critical discussion of

corporate management issues affecting government executives. The Conference on Common Goals for Elected Officials and Civil Servants, which was referred to in last year's Report, and which is aimed at improving the working relationships between senior civil servants and the Ministers they serve, was successfully introduced.

In recognition of a grant from BILD, the University of Toronto has provided the Ontario Government with ten tuition-free places on its new Executive MBA program, for use in the development of government executives. Eligible executives and potential executives must be nominated by their deputy minister and meet stringent requirements before support is granted. Three people were registered in the program for the 1983-84 year.

Executive Staffing

During the 1983/84 fiscal year, 103 appointments were made into and within the executive module; 57 of these were new appointments to the executive group.

RECRUITMENT BRANCH

The branch goal is to develop, maintain and provide corporate recruitment, selection, and placement policies, programs and services for ministries and designated agencies of the Ontario Government to facilitate the employment of staff in order to meet program objectives.

To achieve this goal, the branch is organized into three sections:

- a) The Policy Section develops and monitors the application of staffing policies. Advice, interpretations and assistance are provided to ministries which conduct their own recruitment and selection activities under delegated authority. The section also co-ordinates the placement of surplus staff. Monitoring of staffing activities in ministries provides information for decision-making at the ministry and corporate levels. Special policy-related projects are undertaken to improve and streamline the staffing process and to resolve associated problems.
- b) The Staffing Training Section provides technical and skill-building instruction to personnel administrators and program managers in the staffing process and its application. Training workshops, designed to meet their unique requirements, are provided for ministry staff.
- c) The Staffing Section provides direct staffing services to ministries and to the public. The section operates the government's cost recoverable temporary help service. This assists ministries during periods of short-term workload growth, temporary absence of staff, or temporary or experimental programs. The section also provides a recruitment information service for the public seeking permanent employment in the Ontario Public Service and serves as a focal point for general information on Employment Services available throughout various ministries in the public service. It also assists ministries in filling permanent entry-level vacancies by maintaining an inventory of competent and job-ready candidates. A special program of assistance in placing handicapped persons is administered.

The section provides testing services for clerical, typing and stenographic skills, in both French and English.

Special assistance is provided to Metropolitan Toronto high school business education students to obtain work experience in various ministries; this familiarizes the students with employment in a business environment. In addition, staffing officers represent the Ontario Public Service at the various Career Opportunities presentations sponsored by high schools throughout the province.

ACTIVITY HIGHLIGHTS OF 1983/84

Policy Section

Placement of Surplus Employees continued to demand large commitments of staff resources. Difficulty in finding alternative employment for employees in regional areas resulted in only 70% of those declared surplus finding alternative employment in the O.P.S. During the year, substantial resources were expended in developing a strategy dealing with Work Force Adjustment.

The Policy Section was also involved in a study of the make-up and usage of unclassified staff.

TRAINING SECTION

Several new seminars were undertaken in response to proposals from the Staffing Community.

The initial seminar provided a resource of information on the employment of disabled candidates to familiarize ministry personnel with the conditions which limit employment opportunities for disabled persons including hiring practices, attitudes, architectural barriers and lack of technical aids. The second workshop focused on the use of assessment centre technology for career development and selection purposes. Planning was completed for a future oriented staffing symposium.

A major undertaking was a research study on the types of job search training available to surplus employees.

STAFFING SECTION

The section organized and administered a major corporate recruitment project for a number of systems and data processing vacancies within the Ontario Public Service. Over 5,000 applications were processed for 144 vacancies.

A total of 205 ministry placements of disabled persons were co-ordinated through the Recruitment Branch. In addition, 91 disabled persons participated in temporary work programs in ministries for periods varying from 4 to 12 weeks to assess and prepare them for regular employment. By the end of March, 1984, 35 of the participants in the temporary work program had already found gainful employment. 19 were seeking employment, 13 were unemployable and the remainder were undergoing further rehabilitation.

During the fiscal year, several tours of government offices were arranged for business education students and teachers to supplement classroom training with a broad overview of current office operations.

To assist in the placement of surplus staff into office support occupations, refresher courses to improve typing skills were provided for employees who had been declared surplus. All candidates who completed the courses were subsequently hired into positions in the Ontario Public Service.

Facilities for practice typing and dicta-typing were made available to members of the public to assist them in meeting the skill standards for entry into the Ontario Public Service or the private sector.

Under the government-wide program to restrict external recruitment, the Staffing Section considered 281 requests from ministries for exemptions to these restrictions and in 61% of the requests, recommended alternatives to advertising in the public media.

STAFF DEVELOPMENT BRANCH

The branch provides corporate human resources planning and development policies, services and other initiatives which will enable Ontario Public Servants to improve the effectiveness of their service to the public.

(i) PLANNING AND NEW PROGRAMS

The Planning and New Programs section is the focal point for the provision of improved approaches to work force planning and management. Projects, programs and policies are developed to improve service-wide work force planning and to enhance organization performance, employee job satisfaction and employee-manager relations.

(a) Work Force Planning

In addition to providing considerable input to the Commission's response to Program Review, Planning and New Programs was actively involved in the occupational analysis process and the development and utilization of specific applications.

A total of four systems occupations have now been analyzed in co-operation with Systems Council. As with the internal audit occupational analysis, these analyses will be used to determine training needs and develop training programs.

A training needs analysis process and supporting instruments were developed and distributed to all internal audit branches. A similar process is being prepared for middle management. The occupational analysis of middle management was completed in the fall of '83 and is now before several ministries which are planning for testing of various pilot applications.

As the occupational analysis process is time consuming, it is currently under review. End user application test results will determine whether or not the process and the product can be streamlined.

The unit also developed a career path questionnaire for internal audit. The results have been presented to the Audit Training Steering Committee.

Continued development of occupational group scanning methods took place dealing with such matters as potential retirements, turnover and career progression. Seven occupational groups were scanned from the period 1975-1983, and included the Personnel Administration, Financial Administration, Systems Services, Communications, Purchasing and Supply, Economics and Statistics, and Program Analysis groups. The reports were distributed to deputy ministers, personnel directors and other interested parties throughout the service. Work is continuing on the feasibility of computerizing the scanning process.

A key area of concentration during the year was the development of an effective and visible corporate work force planning strategy.

(b) Performance Appraisal

Having developed the corporate performance appraisal policy in consultation with ministries and having reviewed its implementation progress, Planning and New Programs continued to provide consultative assistance to ministries in the development and enhancement of performance management practices.

(c) Quality of Working Life

Since the joint signing with OPSEU of the Statement of Purpose and Shelter Agreement in 1981, QWL information and exploration sessions have been given by Commission staff, by the Union, and jointly with the Ontario Quality of Working Life Centre. Several potential sites have been explored of which one, the Oakridge Unit at the Mental Health Centre, Penetanguishene, has been official for the last two years. The Ministry of Consumer and Commercial Relations' Revenue Office has implemented a QWL approach to work redesign.

(d) Summary of Staff Development in the Ontario Public Service (1980/81 and 1981/82)

This is the second year that Planning and New Programs and the Women Crown Employees Office have jointly developed and distributed this comprehensive survey of staff development activity within the O.P.S. In this edition, the tables took on a new format due to computerization. This change is intended to facilitate data analysis and to improve timeliness in future years. The Summary was distributed to all deputy ministers and personnel directors in June, 1983.

(e) Consultation

During the year, the unit continued to provide consultation and assistance on policy interpretation and application to ministries, agencies, other provinces, and the private sector regarding performance appraisal, staff development policies, work force planning, quality of working life, employee orientation, and other human resource management initiatives.

(ii) STAFF DEVELOPMENT SERVICES

Staff Development Services Section continued to modify course offerings this past year. The modifications were based in part on an evaluative survey conducted with past course participants and their managers from all ministries as well as on a continuous basis from informal participant feedback and more formal written course evaluations. To ensure that these modifications were made as quickly as possible, this year two calendars were published, each one covering a six-month period.

Significant changes continue to be initiated to control costs and to ensure that courses are offered in the minimum effective timeframes. Internal staff development consultants have been used increasingly by ministries to present courses within work groups as a way of reducing costs. More courses have been offered regionally and this initiative will continue.

The centrally-funded Corporate Management Development Program for senior managers and executives was offered again this year. Staff Development Services co-ordinated this program on behalf of the Office of Senior Appointments and Compensation. The twelve courses run were oversubscribed and two were repeated. The courses offered included:

- . Executive Program on Interpersonal Skills
- . Improving Work Performance
- . Management in a Climate of Restraint
- . Practical Applications of Organizational Development
- . Briefing on Computer/Communications Technology
- . Policy Analysis for Senior Managers
- . Participative Management
- . Negotiating Skills Workshop
- . Improving Productivity
- . The Selection Process
- . Strategic Planning in a Government Environment
- . Program Evaluation for Senior Managers

Organizational consulting continues to be an important service of the section. This involves section staff working with ministry managers to improve the effectiveness of work units through such processes as group problem solving, team building, management coaching, and goal setting. This involved 140 days in 1983/84.

Courses presented	210			
Course Days	650			
Participants	4200	Male	2000	Female 2200
Participant Days	12800			
Consulting Days	130			

TRAINING AND DEVELOPMENT CALENDAR

COURSES PRESENTED IN 1983/84

Management/Supervisory Skills

- . The Positive Power and Influence Program
- . Performance Appraisal Workshop
- . Preparing for Management and Supervision
- . Management I: The Basic Fundamentals of Supervision
- . Management II: Tools and Administrative Process
- . Management III: Behavioural and Human Resource Process
- . Program Evaluation Workshop for Managers
- . Situational Leadership
- . Effective Negotiation Skills
- . Performance Improvement
- . Time Management
- . Managing Conflict
- . Problem-Solving and Decision-Making (Kepner-Tregoe)
- . Creative Problem Solving Workshop
- . Conducting Effective Meetings and Working with Groups
- . Consulting Skills Workshop
- . Project/Task Force Management
- . Government Planning and Control Processes
- . Financial Management for Non-Financial Managers
- . Coaching and Counselling Skills for Managers

Interpersonal Communications

- . Assertiveness Training
- . Developing Listening Skills
- . Assessing Interpersonal Impact
- . Building Effective Work Relationships
- . Advanced Workshop in Interpersonal Skills

Effective Business Communications

- . Essentials of Writing
- . Report Writing
- . Presentation Skills Workshop
- . Dealing with the Public

Personal Development

- . Pre-Retirement Planning
- . Career/Life Planning
- . Performance Management
- . Managing Stress
- . Practical Stress Management
- . Job Search Skills

Support Staff

- . Basic Administrative Skills
- . Advanced Administrative Skills
- . Preparing Yourself for Office Automation
- . Word Processing Equipment Operators
- . Making the Most of Your Job
- . Managing Stress for Support Staff

Financial and Administrative Skills

- . Introduction to E.D.P. Systems for Auditors
- . Auditing Advanced E.D.P. Systems
- . Construction/Contract Administration
- . Fundamentals of Government Accounting I
- . Fundamentals of Government Accounting II

Computer Technology

- . Introduction to Computer Technology for Managers
- . Working with Computerization

(iii) CORPORATE COUNSELLING SERVICES

(a) Career Counselling

The Career Counselling Program, begun in July 1976, is available to employees who wish help in planning their career paths with the Ontario Civil Service. Counselling is done in confidence and on a one-to-one basis. While the majority of the counselling sessions take place in Toronto, a considerable number also occur in the various regions of the Province. In 1983, over 500 counselling sessions were held in Kingston, London, Windsor, Thunder Bay, Sudbury, Ottawa, and Toronto. Talks on planning a career path were also given to groups of employees or at seminars on request.

(b) Employee Assistance Program

In December 1981, the Civil Service Commission, in conjunction with various ministries and the Ontario Public Service Employees' Union, set up a joint management/union Employee Assistance Program. In 1982, Kingston, Coburg, Toronto, Guelph, and Thunder Bay locations were identified as sites for developing the program which includes testing and training at each site. Community social services agencies are used at each location to provide assistance to troubled employees. In 1983, the Addiction Research Foundation of Ontario again contributed the services of a professional consultant to aid in the establishment, training, and evaluation of the programs.

(iv) FRENCH LANGUAGE SERVICES

French Language Services' main activity is the provision of language training to public servants. It also liaises with ministries on matters of policy related to the provision of services in French. It co-ordinates Ontario/Quebec exchanges of students and civil servants.

The language training program consists of some 250 weekly classes for more than 500 Toronto students. Classes are also held in Belleville, Brampton, Goderich, Kingston, London, North Bay, Ottawa, Sault Ste Marie, Sudbury, Thunder Bay and Windsor for another 150 students.

The training involves private tutoring for executives and elected officials, specialized ministry groups and general classes.

The summer of 1983 saw another 200 university students travel to Quebec or Ontario to participate in a thirteen-week cultural/employment exchange. This highly popular program enables the student to become acquainted with the culture of the host province, to improve the student's second language skill, and to benefit from a worthwhile employment experience.

Four secretaries from each province will exchange jobs for three months with the first exchange starting in January 1984. Three further exchanges will take place this year to enhance employees' opportunities and improve their second language skill.

ADMINISTRATIVE SERVICES BRANCH

This branch is responsible for a number of functions in support of the internal operations of the Commission. These include the traditional support functions such as personnel, financial control, and data processing. In addition, the branch is also responsible for maintaining and distributing those volumes of the government's Manual of Administration devoted to corporate personnel policies and procedures. The branch also provides secretariat support for all meetings of the Civil Service Commission and the management committees of the staff of the Civil Service Commission.

The Administrative Services Branch also has the mandate to provide certain corporate services to the Ontario Government, specifically in relation to Communications and Publicity, Employee Charity Trust, and Chaplaincy Services, described in the following sections.

Communications and Publicity

Communications and Publicity services involve the production and distribution of topical, a newspaper designed to inform employees about government policies, programs and people. This tabloid appears twice a month. Four times a year, special issues of topical are published that are dedicated to material of particular interest to pensioners. These services also involve the production and distribution of job mart, a tabloid solely concerned with the advertising of job opportunities in the Ontario Public Service. This tabloid appears weekly: on the weeks that topical is published it forms part of this tabloid.

Employee Charity Trust

The Employee Charity Trust services include the co-ordination of the government employees' charity campaign and the receipt and disbursement of funds collected through these campaigns. During 1983/84, \$1,369,256 was collected through 30 local campaigns for the United Way agencies and \$286,124 was raised in support of Cancer/Heart/Diabetes charities. In addition, a number of Blood Donor Clinics for government employees are held on a regular basis in the Toronto area.

Chaplaincy Services

Chaplaincy Services provides overall co-ordination of the activities of the chaplains employed by the Ministries of Community and Social Services, Correctional Services, and Health. In addition to pastoral care provided to the residents of the government's institutions, the chaplains also provide advice and assistance to local clergy in helping former residents to be absorbed into the spiritual life of their communities. The co-ordination of these pastoral activities is undertaken in co-operation with the Ontario Provincial Inter-Faith Committee on Chaplaincy. This Committee is composed of delegates from thirteen different faith groups. Representatives of the three ministries employing chaplains and the Inter-Faith Committee meet at regular intervals in joint session to define the policies under which the ministries will provide pastoral care to their clients.

PERSONNEL AUDIT BRANCH

The Personnel Audit Branch is an internal audit group reporting to the Chairman of the Civil Service Commission. It evaluates the application of corporate personnel policies, guidelines, and procedures on a service-wide basis; identifies potential for improvement in the personnel systems examined; and recommends corrective/constructive actions to ministries and/or the Civil Service Commission.

TOTAL STAFF STRENGTH* - ONTARIO PUBLIC SERVICE

	CLASSIFIED	UNCLASSIFIED	CROWN	TOTAL
1982 March	66,966	13,509	1,351	81,826
April	67,093	12,989	1,343	81,425
May	67,179	19,461	1,342	87,982
June	67,324	23,589	1,341	92,254
July	67,457	28,148	1,346	96,951
August	67,474	26,651	1,352	95,477
September	67,642	17,308	1,327	86,277
October	67,719	13,798	1,342	82,859
November	67,760	13,352	1,365	82,477
December	67,516	12,837	1,366	81,719
1983 January	67,394	12,601	1,378	81,373
February	67,258	12,895	1,380	81,533
March	67,201	12,644	1,551	81,396
April	67,139	13,462	1,558	82,159
May	67,076	19,764	1,560	88,400
June	67,014	22,700	1,566	91,280
July	66,803	26,638	1,575	95,016
August	66,725	25,689	1,567	93,981
September	66,609	15,432	1,504	83,545
October	66,508	13,950	1,476	81,934
November	66,412	13,292	1,506	81,210
December	66,192	12,763	1,495	80,450
1984 January	65,683	13,014	1,492	80,189
February	65,624	13,236	1,482	80,342
March	65,668	13,238	1,489	80,395

* Includes OPP and Security Guard and Environment Plant Operator classified staff and Environment Plant Operator unclassified staff.

* Excludes Lieutenant Governor, Provincial Auditor, Ombudsman, Legislative Assembly, and BILD Job Creation Unclassified Staff.

NOTE: Employees who are receiving Long Term Income Protection are not counted in the above statistics but are reflected in the statistical tables at the back of this report.

NOTES ON STATISTICAL TABLES

1. The figures in the following tables include all civil servants recorded on the "Integrated Payroll, Personnel, Employee Benefits System". This system is the only ready source of the data on which the information the Commission requires is based. However, as with any computerized system, this data is subject to errors in coding and delays in input; the tables should therefore be read for their general statistical value, not as perfectly accurate "counts".
2. The reader should also be aware that the figures include civil servants on the Long Term Insurance Plan, but, as noted, such civil servants are not included in the Total Staff Strength, Ontario Public Service table on the previous page.
3. The Civil Service Enrolment By Geographic Location is based on the work location of the employee in the Regional Municipalities, counties and districts as defined in the Municipal Directory published by the Ontario Ministry of Municipal Affairs and Housing.

CIVIL SERVICE ENROLMENT

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
Agriculture & Food	1,517	1,500	1,498
Attorney General	3,123	3,234	3,202
Cabinet Office	29	30	31
Citizenship & Culture	822	575*	534*
Colleges & Universities	581	562	506
Community & Social Services	10,281	10,440	10,061
Consumer & Commercial Relations	1,750	1,740	1,731
Correctional Services	4,867	4,938	4,993
Education	1,538	1,488	1,459
Energy	157	183	175
Environment	2,050	2,110	2,070
Government Services	2,853	2,841	2,811
Health	11,082	10,941	10,806
Industry & Trade	481	397*	415*
Intergovernmental Affairs	50	62	68
Justice Policy Secretariat	13	15	14
Labour	1,414	1,453	1,441
Lieutenant Governor's Office	2	4	4
Management Board of Cabinet	244	254	254
Municipal Affairs & Housing	1,198	1,195	1,141
Natural Resources	4,348	4,232*	3,997
Niagara Escarpment Commission	2	2	3
Northern Affairs	163	161	159
Office of the Premier	48	47	45
Ontario Development Corporation	153	157	154
Ontario Place Corporation	59	57	55
Resources Policy Secretariat	11	15	15
Revenue	3,700	3,868	3,916
Social Policy Secretariat	36	44	43
Solicitor General	5,854	5,909	5,885
Tourism & Recreation	--	497*	485*
Transportation & Communications	10,039	9,773	9,278
Treasury and Economics	389	388	380
TOTAL	68,854	69,112	67,629

NOTE 1: Provincial Auditor, Office of the Ombudsman, and Legislative Assembly are not reported as they do not employ civil servants.

NOTE 2: The OPP Uniformed Staff are included in the figures for the Solicitor General and consist of the following: 4,144 as at March 31, 1982; 4,220 as at March 31, 1983; and 4,209 as at March 31, 1984.

* Programs from the Ministries of Culture and Recreation, Industry and Tourism, and Natural Resources were merged to establish the new Ministry of Tourism and Recreation on April 1, 1982.

DISTRIBUTION OF TOTAL SERVICE

A. By Age Intervals

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
Under 25	4,420	3,843	3,230
25 - 34	20,448	19,954	19,053
35 - 44	17,749	19,134	19,975
45 - 54	14,180	14,217	14,323
55 - 64	11,917	11,844	10,946
65 and Over	140	120	102
TOTAL	68,854	69,112	67,629

B. By Staff Type

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
Regular	64,009	65,012	64,474
Probationary	4,783	4,052	3,118
Overage	62	48	37
TOTAL	68,854	69,112	67,629

DISTRIBUTION OF TOTAL SERVICE

C. By Sex

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
Males	40,291	40,212	39,074
Females	28,563	28,900	28,555
TOTAL	68,854	69,112	67,629

D. By Salary Intervals

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
Under \$15,000	8,602	1,668	808
15,000 - 19,999	26,875	26,389	17,858
20,000 - 24,999	15,102	15,480	19,533
25,000 - 29,999	8,678	12,772	11,894
30,000 - 34,999	4,288	5,280	8,524
35,000 - 39,999	2,333	3,147	3,905
40,000 - 44,999	1,577	1,992	2,263
45,000 and Over	1,399	2,384	2,844
TOTAL	68,854	69,112	67,629

DISTRIBUTION OF TOTAL SERVICE

E. By Year of Appointment

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
1984			674*
1983		399*	2,649
1982	851*	4,287	3,892
1981	4,606	4,249	3,963
1980	4,651	4,330	4,081
1979	4,004	3,786	3,615
1978	4,075	3,855	3,667
1977	3,210	3,053	2,930
1976	2,750	2,616	2,496
1975 and Before	44,707	42,537	39,662
TOTAL	68,854	69,112	67,629

* Represents the first quarter of the calendar year

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1984

A. By Age and Salary Groups

SALARY	UNDER 25	25-34	35-44	45-54	55-64	65 AND OVER	TOTAL
Under \$15,000	40	48	73	152	490	5	808
15,000 - 19,999	1,947	5,581	4,210	3,062	3,031	27	17,858
20,000 - 24,999	961	6,612	5,125	3,752	3,056	27	19,533
25,000 - 29,999	249	3,532	3,789	2,607	1,702	15	11,894
30,000 - 34,999	33	2,285	3,297	1,931	969	9	8,524
35,000 - 39,999	-	688	1,537	1,121	556	3	3,905
40,000 - 44,999	-	211	985	630	430	7	2,263
45,000 and Over	-	96	959	1,068	712	9	2,844
Total	3,230	19,053	19,975	14,323	10,946	102	67,629
Percentage	4.78%	28.17%	29.54%	21.18%	16.18%	0.15%	100.00%

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1984

B. By Sex and Salary Groups

	UNDER 15,000 \$	15,000- 19,999 \$	20,000- 24,999 \$	25,000- 29,999 \$	30,000- 34,999 \$	35,000- 39,999 \$	40,000- 44,999 \$	45,000 AND OVER \$	TOTAL \$
Males	274	4,145	11,153	8,701	7,121	3,186	1,971	2,523	39,074
Females	534	13,713	8,380	3,193	1,403	719	292	321	28,555
Total Numbers	808	17,858	19,533	11,894	8,524	3,905	2,263	2,844	67,629
Percentage	1.19%	26.41%	28.88%	17.59%	12.60%	5.77%	3.35%	4.21%	100.00%

CIVIL SERVICE ENROLMENT BY GEOGRAPHIC LOCATION

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
<u>EASTERN ONTARIO PLANNING REGION</u>			
FRONTENAC	2,122	2,398	2,430
HASTINGS	748	717	705
LANARK	1,503	1,468	1,472
LEEDS & GRENVILLE	1,442	1,493	1,335
LENNOX & ADDINGTON	207	202	203
OTTAWA-CARLETON (R.M.)	1,202	1,216	1,170
PRESCOTT & RUSSELL	224	209	221
PRINCE EDWARD	485	491	482
RENFREW	442	395	395
STORMONT, DUNDAS & GLENGARRY	471	436	456
Subtotal	8,846	9,025	8,869
<u>CENTRAL ONTARIO PLANNING REGION</u>			
BRANT	483	470	471
DUFFERIN	51	100	43
DURHAM (R.M.)	1,403	2,844	2,922
HALDIMAND-NORFOLK (R.M.)	361	296	303
HALIBURTON	87	81	77
HALTON (R.M.)	1,045	1,041	939
HAMILTON-WENTWORTH (R.M.)	1,992	1,973	1,890
MUSKOKA (R.M.)	843	839	815
NIAGARA (R.M.)	669	525	557
NORTHUMBERLAND	679	662	666
PEEL (R.M.)	1,036	1,051	1,117
PETERBOROUGH	549	498	527
SIMCOE	2,959	2,871	2,922
VICTORIA	283	256	258
WATERLOO (R.M.)	522	509	518
WELLINGTON	1,225	1,339	1,292
YORK (R.M.)	639	654	480
Subtotal	14,826	16,009	15,797
METROPOLITAN TORONTO	27,310	26,474	25,998
TOTAL CENTRAL ONTARIO PLANNING REGION	42,136	42,483	41,795

CIVIL SERVICE ENROLMENT BY GEOGRAPHIC LOCATION

(continued)

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
<u>SOUTHWESTERN ONTARIO</u>			
<u>PLANNING REGION</u>			
BRUCE	159	203	151
ELGIN	1,131	1,107	1,030
ESSEX	663	589	620
GREY	438	418	423
HURON	416	396	245
KENT	1,275	1,304	1,334
LAMBTON	329	308	291
MIDDLESEX	3,105	3,139	2,954
OXFORD	899	870	943
PERTH	242	229	229
Subtotal	8,657	8,563	8,220
<u>NORTHEASTERN ONTARIO</u>			
<u>PLANNING REGION</u>			
ALGOMA	1,015	983	950
COCHRANE	1,026	991	964
MANITOULIN	94	82	70
NIPISSING	1,519	1,519	1,517
PARRY SOUND	286	262	246
SUDBURY (R.M.)	1,139	1,148	1,118
SUDBURY	236	225	206
TIMISKAMING	444	444	416
Subtotal	5,759	5,654	5,487
<u>NORTHWESTERN ONTARIO</u>			
<u>PLANNING REGION</u>			
KENORA	936	890	835
RAINY RIVER	227	212	200
THUNDER BAY	2,277	2,264	2,209
Subtotal	3,440	3,366	3,244
OUTSIDE CANADA	16	21	14
TOTAL ENROLMENT	68,854	69,112	67,629

APPOINTMENTS WITHIN THE CLASSIFIED STAFF

BY MONTH

MONTH	1981-82	1982-83	1983-84
April	926	798	768
May	1,208	1,295	781
June	953	1,020	811
July	949	1,287	1,186
August	1,044	693	774
September	850	1,045	1,134
October	1,128	1,385	923
November	817	1,003	998
December	555	1,130	844
January	1,612	780	945
February	1,172	822	1,135
March	869	701	1,174
TOTAL	12,083	11,959	11,473

APPOINTMENTS TO THE CLASSIFIED STAFF

BY MONTH

MONTH	1981-82	1982-83	1983-84
April	386	336	241
May	624	474	248
June	411	467	230
July	482	560	238
August	374	291	236
September	404	499	318
October	534	529	235
November	360	239	287
December	219	182	193
January	397	139	230
February	328	145	302
March	385	192	326
TOTAL	4,904	4,053	3,084

APPOINTMENTS TO AND WITHIN THE CLASSIFIED STAFF

MONTH	WITHIN THE CLASSIFIED STAFF	TO THE CLASSIFIED STAFF	TOTAL
1983			
April	768	241	1,009
May	781	248	1,029
June	811	230	1,041
July	1,186	238	1,424
August	774	236	1,010
September	1,134	318	1,452
October	923	235	1,158
November	998	287	1,285
December	844	193	1,037
1984			
January	945	230	1,175
February	1,135	302	1,437
March	1,174	326	1,500
TOTAL	11,473	3,084	14,557

APPOINTMENTS TO THE CLASSIFIED STAFF

A. By Age Intervals

	AT APPOINTMENT		
	1981-82	1982-83	1983-84
Under 25	1,551	1,169	956
25 - 34	2,020	1,765	1,262
35 - 44	794	743	601
45 - 54	429	288	207
55 - 64	110	88	58
TOTAL	4,904	4,053	3,084

B. By Salary Intervals

	AT APPOINTMENT		
	1981-82	1982-83	1983-84
Under \$15,000	1,788	553	156
15,000 - 19,999	2,099	1,903	1,347
20,000 - 24,999	540	947	1,073
25,000 - 29,999	272	286	258
30,000 - 34,999	107	220	111
35,000 - 39,999	41	63	63
40,000 - 44,999	28	40	37
45,000 and Over	29	41	39
TOTAL	4,904	4,053	3,084

APPOINTMENTS TO THE CLASSIFIED STAFF

C. By Source and Sex

	1981-82			1982-83			1983-84		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
New Employees	1,300	1,634	2,934	935	1,161	2,096	354	447	801
Re-hires	419	771	1,190	371	533	904	204	354	558
Unclassified	271	509	780	403	650	1,053	670	1,055	1,725
TOTAL	1,990	2,914	4,904	1,709	2,344	4,053	1,228	1,856	3,084

SEPARATIONS FROM THE CLASSIFIED STAFF

A. By Age Intervals

	AT SEPARATION		
	1981-82	1982-83	1983-84
Under 25	770	339	270
25 - 34	1,994	1,111	1,120
35 - 44	777	522	570
45 - 54	392	323	297
55 - 64	831	861	1,631
65 and Over	801	706	720
TOTAL	5,565	3,862	4,608

B. By Salary Intervals

	AT SEPARATION		
	1981-82	1982-83	1983-84
Under \$15,000	1,220	312	187
15,000 - 19,999	2,391	1,674	1,353
20,000 - 24,999	998	860	1,387
25,000 - 29,999	399	463	696
30,000 - 34,999	246	209	367
35,000 - 39,999	127	135	222
40,000 - 44,999	96	75	153
45,000 and Over	88	134	243
TOTAL	5,565	3,862	4,608

SEPARATIONS FROM THE CLASSIFIED STAFF

C. By Years of Classified Service

	AT SEPARATION		
	1981-82	1982-83	1983-84
Less than 1 Year	714	429	265
Less than 2 Years	661	340	330
Less than 3 Years	448	278	279
Less than 4 Years	352	191	243
Less than 5 Years	313	164	159
5 Years and Over	3,077	2,460	3,332
TOTAL	5,565	3,862	4,608

NOTE: Service prior to the Appointment to Probationary Staff Date which was recognized at the time of a takeover (e.g. Ontario Hospital Services Commission) is not included in this table.

SEPARATIONS FROM THE CLASSIFIED STAFF

D. By Reason and Sex

	1981-82			1982-83			1983-84		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
Retired	942	456	1,398	895	454	1,349	1,505	639	2,144
Dismissed	36	19	55	32	5	37	34	6	40
Released	42	33	75	53	97	150	63	96	159
Resigned	1,347	2,367	3,714	656	1,397	2,053	615	1,403	2,018
Transferred	43	21	64	10	17	27	6	6	12
Death	188	71	259	182	64	246	177	58	235
TOTAL	2,598	2,967	5,565	1,828	2,034	3,862	2,400	2,208	4,608

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